

The Risky Academy: Environmental Scan for March 2017

ACADEMIC & FACULTY QUALITY

U.S. News & World Report and McKinsey & Company rank the 50 states by how well they serve their citizens in 7 categories, including higher education. Indiana is in the bottom 10 states. [The best states—and the worst ones—for higher education, according to US News](#)

Significant change will never occur until the forces for change are greater than those preserving the status quo. In academic institutions, the forces resisting change are often institutionalized in complex and powerful ways. [The 10 Barriers to Innovation in Higher Education](#)

In order to remain viable and begin to consider prosperity, institutions must address their slow operating rhythms and embrace the trends poised to shape the future of the industry: the unbundling of higher ed; transfers as the new normal; a return to the liberal arts; and the infusion of augmented reality. [4 trends poised to transform the future of higher education](#)

Reforms of post-secondary education and worker training should focus on remediating the high cost of higher ed, the misalignment between the skills acquired to earn a degree and those needed to succeed in the job market, and the shortage of resources needed to re-skill workers for new jobs in a dynamic economy. “*Reform Education*,” in [Sustaining Capitalism: Bipartisan Solutions to Restore Trust & Prosperity](#). Arlington, VA: The Conference Board, 2017

At current graduation rates, there will be 5 million more jobs requiring employees with university degrees by 2020 than people to fill them. That’s up significantly from the gap projected just 3 years ago. [Reported skills gap widens—and so does skepticism](#)

Jobs are there, but skills are not. An in-demand and hardest-to-find skill is “dexterity and speed using digital technology.” [CEOs make urgent plea for skilled workers. Higher ed, take notice.](#)

Two important activities in the wake of the Spellings Commission: studying the articulation between college and successful, well-compensated careers; and taking a serious look at what critical thinking actually is and what in the college experience might facilitate it. [Charting the Future of US Higher Education: A Look at the Spellings Report Ten Years Later](#)

Certain opinions have come to seem so important “to society” that their usefulness cannot be legitimately challenged. A great many subscribe to the belief—however loath they may be to admit it—that certain ideas are “heretical” or “divisive” and that those who dare to articulate them must be, in one way or another, cast out. [The Academy’s Assault on Intellectual Diversity](#)

People try to immunize from criticism opinions that are dominant in their communities. This is done by questioning the motives and thus stigmatizing those who dissent from prevailing opinions, or by disrupting their presentations, or by demanding that they be excluded from campus or, if they have already been invited, disinvited. [Rejecting ‘Campus Illiberalism’](#)

“I’m actually more worried about the threat from within. I have watched a growing intolerance at universities in this country. Not intolerance along racial or ethnic or gender lines—there, we

have made laudable progress. Rather, a kind of intellectual intolerance, a political one-sidedness that is the antithesis of what universities should stand for.” [The Threat From Within](#)

We should acknowledge that many Americans believe that higher education is indoctrination in the dogmas of liberalism, ask why this perception exists, whether we have unwittingly contributed to the perception, and what we can do to change it. [An Invitation](#)

The amendment would create an “intellectual diversity” office, with at least 4 events per year to allow “discussion and debate of societal and philosophical issues by presenters with differing views.” [Legislative Panel Seeks to Open ‘Intellectual Diversity’ Office at U. of Tennessee](#)

The myth of the liberal campus functions as a broad generalization that paints all college campuses as bastions of liberal indoctrination without accounting for the differences and diversity in those institutions. [The Myth Of The Liberal Campus](#)

The vision of typical college students as 18-year-olds on campus full-time is wrong. See some of the challenges facing today’s students. You’re likely in for a few surprises. [Today’s Reality](#)

Overall, the trend toward college readiness is positive, but disparities remain. About 20% of Core 40 diploma recipients required remediation, while only 3% of honors graduates needed remediation. [Reports Show Improvements in College Readiness](#)

Self-reported concern for the welfare of others has been decreasing since the early 1990s, and the decline is accelerating. Levels of compassion and empathy among college students are now at their lowest level in 30 years. [Higher ed must reverse the empathy deficit](#)

Berkeley will remove 20,000 video and audio lectures from public view as a result of a DoJ order which suggests the YouTube and iTunes U content meet higher accessibility standards as a condition of remaining publicly available. [Berkeley Will Delete Online Content; Berkeley Removes 20,000* Free Online Videos to Comply with Insane Department of Justice Ruling](#)

Experiential learning is pedagogically powerful. Difference makers for students, these activities deepen learning by connecting the classroom to the broader world. And they are increasingly being championed by institutions looking to prove their value, lure students, and set graduates up for success. [How Colleges Can Open Powerful Educational Experiences to Everyone](#)

The report will look at the “unbundling” of higher ed and ask if the traditional university—offering a single package for many aspects of the student experience including teaching, content and assessment—is still relevant. [The role of technology in the future of higher education](#)

Enrollment is shifting from face-to-face delivery models to online (or hybrid programs), but online education is not growing the overall size of the market. And, online programs carry higher operating costs. [Four Stats That Will Impact Higher Ed in 2017](#)

We aren’t yet producing enough graduates or offering the broad training that many experts regard as essential to meet the growing threat. Cybersecurity job postings grew 114% from 2011 to 2015, with 86% of the jobs requiring at least a bachelor’s degree. [Cybersecurity. Rising](#)

“Overturning this regulation says that states—not a distant department in Washington, D.C — are responsible for evaluating whether a college’s program gives teachers the skills they need to help their students learn.” [Senate Does Away With Obama Teacher-Prep Regulations](#)

Students build brackets with 64 slots, 4 quadrants, and one central box in which they predict the mammal champion. Then, during the “face-offs,” the scientists live-tweet (imaginary) play-by-play action. [March Mammal Madness: How schools are using this month’s craze to teach science](#)

The Commission on Language Learning’s report offers concrete recommendations to improve access to as many languages as possible, for people of every age, ethnicity, and socioeconomic background. [America’s Languages: Investing in Language Learning for the 21st Century](#)

The U of Saint Francis has launched its first doctoral degree program. The Doctor of Nursing Practice program will feature 2 tracks, including a Certified Registered Nurse Anesthetist option, which is the first of its kind in Indiana. [USF to Offer First Doctoral Program](#)

Many faculty rarely come into their offices anymore. Entire departments can seem like dead zones, and whole days can pass with only a glimpse of a faculty member as someone comes to campus to meet a student, attend a meeting, or teach a class. The halls are eerily quiet. Students, having figured this out, are also absent. Only the staff are present. [Our Hallways Are Too Quiet](#)

The average age of employed scientists increased from 45 in 1993 to nearly 49 in 2010. Scientists aged faster than the US work force in general, and across fields—even newer ones, such as computer and information science. They will get even older, even as younger scientists hang on the sidelines in hopes of jobs and face longer odds of landing grants. [50 Shades of Gray](#)

“My life as a faculty member changed when I became a public Christian. Being a person of faith is a lot harder than the race aspect of it. You’re not treated as if you’re very smart.” [A Christian Conservative Professor Accuses Colleges of Indoctrinating Students](#)

A lawsuit claims Searle groped Ong in his office after he told her “they were going to be lovers.” He also said he had an “emotional commitment to making her a public intellectual,” and that he was “going to love her for a long time.” Ong turned Searle down and reported him, but nothing was done. Searle cut Ong’s salary and she was eventually fired. [Another Berkeley Star Accused; Harassment Allegations Against a Star Scholar Put a Familiar Spotlight Back on Berkeley](#)

Faculty accounted for a quarter of the hundred employees who violated sexual misconduct policies over the 3-year period. [UC sexual misconduct files show faculty resigned, retired](#)

The Faculty Senate’s committee on academic freedom urged the university to revise its sexual-harassment policy to prevent investigations over protected academic speech, and to protect its journals from interference. [Northwestern U. Is Accused of Violating Academic Freedom](#)

ADVANCEMENT

If he diverted funds to Harvard when he should have been paying his judgement, that’s a fraudulent transfer. They could sue Harvard to get the money back, and they’d be entitled to get it back. [Harvard Ordered to Reveal Financial Records of Influential Donor](#); [Demand for Information on Harvard Gift Raises Thorny Issues for Fundraisers](#)

IRS rules mandate taking distributions from retirement savings plans at the age of 70.5, and 2017 is the first year we will see large-scale mandatory withdrawals. Because many of those will come with a large tax bill, advancement leaders should seize this opportunity with programs and messages specifically targeting these situations. [Four Stats That Will Impact Higher Ed in 2017](#)

As state funding for public universities continues its decades-long decline, private foundations have stepped in. But allegations of lavish spending, without public scrutiny, have cropped up across the country. [Universities Face New Scrutiny Over Spending by Private Foundations](#)

ATHLETICS

Indiana U ranks 69th in the 100 Best Colleges For Sports Lovers compiled by Money Magazine and Sports Illustrated. [Indiana Colleges Among 'Best For Sports Lovers'](#)

Sexual assault accusations piled up while the university made football its top priority. The victims, furious alumni and the authorities are seeking answers. [The Rise, Then Shame, of Baylor Nation](#); [At Baylor, a Scandal's Constant Drip Means a Relentless Spotlight](#)

After months of silence, ousted Baylor football coach Art Briles spoke out in a letter to the Baylor Nation, denying he covered up sexual violence and calling for greater transparency from the leadership of the university. [In 1-page letter, Briles denies cover-up, calls for more transparency](#)

A State Representative filed legislation urging Governor Greg Abbott to instruct the Texas Rangers to investigate "the obstruction of justice surrounding the sexual assault of young female students at Baylor University." [Texas Rangers launch investigation into Baylor University](#)

Enter Alexis Jones, the woman schools hire to talk to their male athletes about sexual assault and domestic violence. She's spent the last 3 years speaking with young male athletes at Division I schools like the U of Texas, the U of Florida and UCLA in an effort to get them to respect women. [She gets paid to talk to college athletes about sexual assault and manhood](#)

AUXILIARIES

A body of research has shown that living in university housing can be instrumental to a student's academic success, while also providing student residents with a social support network, better integration into the campus community, and resources that can aid in their retention and timely graduation. [Universities deserve right to make housing decisions that benefit students](#)

CYBER INFRASTRUCTURE

The hacker broke into the university's IoT network through its connected devices, including vending machines, and then instructed those devices to make hundreds of DNS look-ups every 15 minutes, slowing the institution's entire network and restricting access to the majority of internet services. [Hackers drown university network in tsunami of seafood searches](#)

As campus leaders work to keep data secure, they're also navigating the need to comply with an increasing number of federal rules and regulations that guide, and in some cases dictate, how data is handled. [Colleges: Shields up!](#)

ENGAGEMENT & COMMERCIALIZATION

Since 2011, Midwest states have more than doubled the number of startups receiving capital from 177 in 2011 to 375 in 2016. They also have doubled the total dollars invested from \$809.7M to \$1,727M in 2016. [Life sciences industry growing in Midwest, Philadelphia](#)

In uncertain political times, higher ed lobbyists say their most important role may be blocking legislation that could harm their client universities. Term limits result in lobbyists constantly forging relationships with legislators, as well as reintroducing their institution to a new set of lawmakers. [Higher ed lobbyists offer continuance, expertise in new political arena](#)

ENROLLMENT

The IRS decided to “temporarily suspend” the data-retrieval tool that imports data from tax forms “as a precautionary step following concerns that information from the tool could potentially be misused by identity thieves.” [Digital student-aid form takes a hit as IRS data retrieval tool goes down](#); [A Fumble on a Key Fafsa Tool, and a Failure to Communicate](#); [IRS Tool Used for Student-Aid Forms Will Be Offline Until the Fall](#)

Early FAFSA activity changed students’ behavior and made forecasting enrollment outcomes extremely difficult; many are also confronting losses of revenue from international students and changes to federal student aid. [Turbulent times for enrollment leaders](#)

Nationwide, we are in the midst of a multi-year decline in the number of high school graduates. This year will see the sharpest single-year decline: we will have approximately 80,000 fewer high school students graduating, a decline of more than 2%. We also know that 38% of students choose to attend an institution within 50 miles of their home. States like Wisconsin, Illinois, Indiana, etc., are likely to suffer the most. [Four Stats That Will Impact Higher Ed in 2017](#)

Out-of-state attendance is poised to wind down as student demographics and economic trends affect enrollment. Future applicants will be more inclined to pursue a degree in-state. [Why wooing long-distance applicants is turning into a “recruitment war”](#)

Nearly 20% of attrition happens during the second year. To keep your sophomores happy, engaged, and enrolled, address the things that make being a sophomore so tough: The flood of paperwork; A sudden absence of mentors; The lack of a sophomore identity; and Confusion about choosing the right major. [Take it from a middle child: Your sophomores feel neglected.](#)

Black students graduate, on average, at a rate 22 percentage points lower than white students. Closing that gap will require institutions to improve completion rates. [Closing the Gap](#)

This newly updated interactive graphic charts the 6-year graduation rates for various student demographics across 4-year public, 4-year private nonprofit, and 2-year public institutions. [State-by-State Breakdown of Graduation Rates](#)

FINANCE

Under the budget plan the House passed, universities would see an increase of 1.7% in their operating funds from the state in the next 2 years—less than half the growth rate designated to higher ed in the last budget cycle. [Some Indiana colleges would lose money in state budget](#)

Indiana residents’ tuition will remain about \$10,000, out-of-state students will pay about \$28,800, and international students will pay about \$30,800. Room and board costs also will remain at 2012-13 levels or lower. [Purdue University freezes tuition for sixth consecutive year](#)

Proposals would keep Pell level, but cut work-study and TRIO, and eliminate SEOG. Trump would make massive cuts to NIH and research at the Energy Department, and kill NEH and

AmeriCorps. [Trump Seeks Deep Cuts in Education and Science](#); [A grim budget day for U.S. science: analysis and reaction to Trump's plan](#); [Scientists bristle at Trump budget's cuts to research](#); [Trump Proposal to Cut Indirect Research Payments Would Hit State Universities Hardest](#); [Trump budget cuts could hit research universities hard, Moody's warns](#)

Iowa's attempt to save money by cutting scholarships could get expensive, as the university now faces a lawsuit over the decision. [University of Iowa Facing Lawsuit After Revoking Scholarships](#)

To make up the \$20M shortfall, Missouri will draw on reserve funds from hundreds of accounts across the university. [MU has money to cover budget gap with university reserves](#)

In the next 5 years, the combined effect of all 14 Ohio schools' efficiency plans would generate about \$579M in savings and \$572M in new revenue, which includes sponsorships and partnerships with other agencies. [Report finds \\$1B in savings in higher ed](#)

With a state budget deficit looming, budget cuts seem inevitable, but the Nebraska President made his case against decreased funding. [Nebraska Colleges Plead For Continued State Funding](#)

In a unanimous ruling, the court said that black, Hispanic, and poor students were especially harmed by the lack of funding. They set a deadline for lawmakers to pass a new constitutional funding formula. [Kansas Supreme Court Says State Education Spending Is Too Low](#)

Nearly 30% of students will tap into their growing college debt to pay for their weeklong frolic. Last year, a separate survey found that 20% of students spent their loan cash on dining out, entertainment and spring breaks. [College kids are using student loans for wild spring break trips](#)

GENERAL ADMINISTRATION

In a rare criminal trial of a highly respected academic leader, prosecutors charged that Mr. Spanier conspired with his lieutenants to endanger the welfare of children who were sexually assaulted by Jerry Sandusky, a former Nittany Lions assistant football coach, in locker room showers at Penn State. A Pennsylvania jury found Mr. Spanier guilty on one misdemeanor count of child endangerment, while finding him not guilty on another count of endangerment and a count of criminal conspiracy. [Spanier Trial Opens With Former Penn State President Facing Charges With Few Precedents](#); [Remorseful, Spanier's Lieutenants Say They Failed Children](#); [Spanier Trial Closes With Appeal to Moral Outrage](#); [Spanier Is Found Guilty of Child Endangerment in Sandusky Sex-Abuse Case](#); [Former Penn State President Found Guilty in Sandusky Abuse Case](#); [University comment on Spanier trial decision](#); [Spanier's Conviction Highlights Lessons of Sandusky Scandal](#); [What Can Colleges Learn From Penn State?](#); [Spanier Conviction Renews Debate on Penn State Post-Sandusky](#)

One in ten students expected to be involved in some kind of protest during their college career—the highest recorded since 1967. [Is this the golden age of college student activism?](#)

Over time, young people in college became less willing to let a racist speak in their community. The trend among this group is particularly steep, more so than among any of the other groups. By 2014, young people in college are no more tolerant than older people who have not attended college. Or to put it differently, later generations of college students are less tolerant than earlier generations. [The 40-year decline in the tolerance of college students, graphed](#)

Middlebury students chant and shout to prevent Charles Murray from speaking. He later is led to a private location, where a discussion with a professor is livestreamed. After the event some attack car carrying Murray and a professor. [Shouting Down a Lecture; 'Bell Curve' author attacked by protesters at Middlebury College](#); [Colleges are ground zero for mob attacks on free speech, lawyer says](#); [A Scuffle and a Professor's Injury Make Middlebury a Free-Speech Flashpoint](#); [What Could Middlebury Have Done to Avoid a Free-Speech Fracas?](#); [The New College Protest](#); [The Aftermath at Middlebury](#); [The Dangerous Safety of College](#); [Understanding the Angry Mob at Middlebury That Gave Me a Concussion](#)

As colleges debate what to do about shouting down of speakers, a U Chicago faculty panel issued a report calling for “free speech deans on call,” punishments, and a process for removing protesters. [Dealing With Disrupters](#); [Campuses take a stand when protests go too far](#)

A U Toronto professor of psychology and an outspoken critic of “compelled speech”—including the mandatory use of gender-neutral pronouns—was the only speaker who came to a panel on free speech and political correctness, after news of protests spread. He said the protesters are inspired by a “radical postmodern” philosophy in which there is only group, not individual, identity, and in which dialogue between groups can never lead to consensus. He urged those listening not to go “down that road.” ['Hijacking a Fundamental Right'](#)

The movement away from civil conversation has strengthened the hands of those who oppose the very notion of civility. The deliberately provocative words of alt-right spokesmen are countered by the so-called black bloc—the anarchists and anti-fascists who violently disrupted the scheduled Yiannopoulos speech at Berkeley. The alt-right movement provokes violent dissent, and the black bloc anarchists are only too happy to provide it. The alt-right then claims that government intervention is required to protect free speech, the anarchists celebrate the breakdown of civil order, and universities become the unwitting foils in an attack on democratic principles. [Campus Civility in a Politically Charged Era](#)

Some of the episodes involved references to President Trump, who in a speech last month to the US Congress denounced such incidents. “While we may be a nation divided on policies,” he said, “we are a country that stands united in condemning hate and evil in all of its very ugly forms.” [Here's a Roundup of the Latest Campus-Climate Incidents Early in the Trump Presidency](#)

Bonuses paid to executives and administrators in the U of Missouri System “may violate the Missouri Constitution,” the state auditor says in a report that details hidden bonuses, excessive luxury vehicle allowances—and \$100,000 in retention payments to a chancellor who resigned amid a furor, and was rehired in a new post months later. [Auditor Faults University Of Missouri System For Handling Of Leader's Exit, Bonus Pay](#); [U of Missouri Paid Out Secret Bonuses](#)

Wright State U's new president will earn the lowest base salary of any public university leader recently hired in Ohio, but her high bonus potential is part of growing trend in higher education. [Bonus potential for new WSU president part of growing trend](#)

Most of the early May reductions are student workers, but director of admissions, dean of students, and nearly 50 faculty and adjunct faculty positions are also affected. The embattled college terminated 36 jobs in April. [St. Joe Sets Timeline For Additional Cuts](#); [More Cuts Coming to Saint Joseph's](#); [Saint Joseph's College students forced to transfer](#)

Ricardo Romo resigned as president of the U of Texas at San Antonio, saying he had “been made aware that the manner in which I embraced women made them uncomfortable and was inappropriate.” [UT-San Antonio President Steps Down and Apologizes for Making Women ‘Uncomfortable’](#); [UTSA’s Romo resigns after being put on leave](#)

HEALTH SERVICES

The report aggregates the shortages in 4 categories: primary care, medical specialties, surgical specialties, and other specialties. By 2030, the study estimates a shortfall of between 7,300 and 43,100 primary care physicians. Non-primary care specialties are expected to experience a shortfall of between 33,500 and 61,800 physicians. [New Research Reaffirms Physician Shortage](#)

The US is in the midst of one of the largest mumps surges in decades. Arkansas has been hardest hit, but schools and college campuses in many states have been contending with outbreaks. [Why there’s a US surge in mumps despite vaccine](#)

Dr. Patrick Soon-Shiong made a \$12M gift to the U of Utah. But \$10M of his donation was sent right back to one of his companies. [How the world’s richest doctor gave away millions — then steered the cash back to his company](#)

HUMAN RESOURCES

Franchisors and other employers who rely on vendors and subcontractors should, among other things, ensure their franchisees, vendors, and subcontractors comply with their FLSA obligations to pay minimum wage and overtime. [4th Circuit Significantly Expands Joint Employer Liability Under FLSA With Incredibly Broad New Test](#)

The European Court of Justice ruled that company regulations banning “the visible wearing of any political, philosophical or religious sign” did not constitute discrimination, so long as such prohibitions applied to religious garb from all faiths, which legal experts say also could include a Sikh turban and a Jewish skullcap. [Ban on Head Scarves at Work Is Legal, EU Court Rules](#)

The campus’s chancellor said the university should have investigated “more fully” before firing Kimberly Dearman. “We should have had a hearing. We were wrong on that,” [U. of Wisconsin Campus Reverses Course on Firing Employee Who Supported Trump’s Travel Ban](#)

INSTITUTIONAL ASSURANCE

For at least 12 hours on Oct. 25 and Oct. 26, 911 centers in at least a dozen US states were overwhelmed by what investigators now believe was the largest-ever cyberattack on the country’s emergency-response system. [The Night Zombie Smartphones Took Down 911](#)

From proactive efforts to emergency response planning, the goal is the same at colleges across the country: keeping students, faculty and staff safe. [Virginia Tech: A decade later](#)

INTERNATIONAL

While the new executive order provides some reassurance to students and scholars already on campus that they can travel freely, it offers little guidance to those seeking to enroll this coming fall. [New Travel Ban Still Sows Chaos and Confusion](#); [What colleges need to know about Trump’s new travel ban, all in one place](#); [Universities respond to new executive order on immigration with concern](#); [Federal Judge Blocks Trump’s Second Effort at Travel Ban](#)

Nearly one in 3 prospective international students surveyed said they had less interest in studying in the United States because of the current political climate. [Prospective International Students Show New Reluctance to Study in the U.S.](#); [Amid 'Trump Effect' Fear, 40% of Colleges See Dip in Foreign Applicants](#); [Will International Students Stay Away?](#)

Starting April 3 and running for up to 6 months, the agency will no longer allow H-1B applicants to pay an additional fee of \$1,225 to get a response within 15 days. Regular processing can last between 3 and 6 months. [U.S. to Temporarily Suspend Fast-Track Processing of H-1B Visas](#)

RELATIONSHIPS WITH AFFILIATED ORGANIZATIONS

Penn State permanently banned a fraternity after a student died, and announced a sweeping set of measures designed to crack down on what officials described as “growing evidence of problems” related to hazing, alcohol abuse, and drug use in Greek life. [After a Student Dies, Penn State Bans a Fraternity and Liquor at All Greek Houses](#)

RESEARCH

Researchers in the radiology department mishandled a sample of Uranium (U-235) without wearing gloves or other protective equipment and contaminated workspaces and other areas, on and off campus. Researchers even drank beverages in a radiation-use area, increasing risk of contamination to include ingestion. [Report Slams Duke University In Wake Of Uranium Breach](#)

State and local governments invested \$3.8B in R&D at institutions of higher ed in FY 2015, with the top 10 states accounting for \$2.3B—roughly 59.4% of overall spending. [Useful Stats: State and Local Support for University R&D \(2011-2015\)](#)

Dr. Croce has been fending off a tide of allegations of data falsification and other scientific misconduct, according to federal and state records, whistle-blower complaints and correspondence with scientific journals. [Years of Ethics Charges, but Star Cancer Researcher Gets a Pass](#); [Ohio State Is Investigating Possible Scientific Misconduct by Prolific Professor](#)

Initial studies were about 5 times more likely than follow-up studies to be covered in newspapers, while meta-analyses garnered hardly any newspaper coverage. That’s a problem, because the researchers also found that just 48.7% of the 156 studies covered by newspapers were later confirmed in a meta-analysis. [That “breakthrough” study you read about? It might not be such a breakthrough](#)

STUDENT LIFE

The demand that has attracted criticism is to designate a space separate from the multicultural center that already exists “because we want a space solely dedicated to community organizing and social justice work specifically for people of color.” [A group demanded a space for students of color. Now they say they’re being called racists.](#)

Participants live together in a residence hall and abide by clean-living guidelines, such as a zero-tolerance policy toward drug or alcohol use. [How one university is fighting party culture; Meditation, Nutrition, Fitness: One ‘Party School’ Tries To Tame The College Brain](#)

NEW ERM RESOURCES

Foresight is not about developing a crystal ball. Rather, it is about unleashing our imagination to enable us to envision different ways the future might unfold. The true value of foresight is to help us anticipate the range of things that might happen in the future so that we can set the organization on a path that puts us in the most advantageous position possible in the future. At its core, Strategic Foresight involves the act of imagining the future (typically accomplished by constructing a few scenarios that each paint a vivid picture of a possible future state); analyzing the scenarios to evaluate the potential implications of the future for the organization; and applying the insights gained from the scenario analysis to chart a path forward that will position the organization advantageously should a version of the scenario(s) evaluated occur. [Common ERM Gap #2: Lack of Foresight](#)

The World Economic Forum highlights that “2016 was a remarkable year with economic, social and political risks becoming increasingly interlinked.” A high level of interdependencies between risks is hardly surprising given the complexity and interconnections between our world’s political, social, economic, and environmental systems. What is remarkable is that, in striking contrast to the complexity of business environments in which their organizations operate, many risk management programs essentially ignore how risks combine and cascade in the real world. This failure of risk management programs to systematically address interdependencies between risks is widespread. Almost three-quarters of organizations admit that management doesn’t have an adequate understanding of the potential impacts of interdependencies between known risk factors, and none of the organizations reported having advanced practices in this area. [Common ERM Gap #3: Failure to Understand Interdependencies](#)

As organizations peer into the future, the challenge question for the board of directors, senior executives, and other key stakeholders is “how confident are we in our organization’s ability to effectively identify and navigate the unfolding uncertainties surrounding our current business model and new strategic initiatives?” What opportunities exist to enhance the organization’s risk management thinking so that both sides of the risk and return relationship are sufficiently and effectively managed? This year’s report highlights many other specific findings about various aspects of an effective enterprise-wide risk management process. In addition to providing findings for the overall sample, the report separately highlights key findings for public companies, the largest organizations, financial services organizations, and not-for-profit entities. [2017 The State of Risk Oversight: An Overview of Enterprise Risk Management Practices \(8th Edition\)](#)

This monthly publication is being sent to all IU Risk Owners and others participating or interested in the IU Enterprise Risk Management (ERM) initiative by Merri Beth Lavagnino, Chief Risk Officer for IU, in order to increase awareness of current trends affecting enterprise risk in higher education. Please reply to her at mbl@iu.edu if you would like to be taken off the mailing list, or if you have others you would like to add to the mailing list. Thank you!