

The Risky Academy: Environmental Scan for May 2017

ACADEMIC & FACULTY QUALITY

“I am confident that higher ed continues to be the surest path to economic and social well-being. However, many of our fellow citizens, including the parents whose children attend our institutions, do not share that confidence.” [Educating the Public on the Value of a College Degree](#)

Just 14% of Americans have “a great deal of confidence” in universities. The level of trust varies significantly according to race, religion and political ideology: 30% of those who identified as “extremely liberal” and 5% of those who identified as “extreme conservatives” said they had a great deal of confidence in universities. Trust is also low among some religious groups, including Jews, Mormons and evangelicals. [Few Americans have confidence in universities, survey finds](#)

Just 25% of the respondents said higher ed is “fine just the way it is,” with higher percentages of Millennial and Generation Z respondents voicing dissatisfaction. [People Esteem Community Colleges but Question How Well Higher Ed Serves Students](#); [Mixed Views on Higher Ed](#)

A majority (54%) of the white working class view getting a college education as a risky gamble, while only 44% say it is a smart investment. [Beyond Economics: Fears of Cultural Displacement Pushed the White Working Class to Trump](#)

Overall enrollment in higher ed has fallen in the past 3 years, but the number of students taking classes at a distance grew. Growth, however, was uneven; private non-profit institutions grew by 11.4% while private for-profit institutions saw their distance enrollments decline by 9.4%. [Who's Up and Who's Down in Online Education?](#); [New Study: Over Six Million Students Now Enrolled In Distance Education](#); [‘Volatile’ but Growing Online Ed Market](#)

Colleges must provide flexibility for modern students, like open offices after hours for those who work, or providing hybrid classes around their schedules. It must be inspirational and provide opportunities to learn around what they’re familiar with. Its leadership must also be rewarded for going beyond what’s considered “safe” and not vilified or jettisoned when a process doesn’t run smoothly at first. [Paul Quinn College president asks ASU+GSV: ‘What if we’re wrong?’](#)

Purdue’s venture is risky, unconventional, and smart. The nature of the partnership—in which Kaplan will transfer its assets to Purdue, a public university—is unprecedented. It’s also a rare instance of attempted self-disruption. [The Innovator’s Dilemma Hits Higher Ed](#)

Saying Purdue’s purchase of Kaplan violated “both common-sense educational practice and respect for the Purdue faculty,” the Faculty Senate voted overwhelmingly to ask leaders to reconsider the deal. [Purdue Faculty Questions Kaplan Deal](#)

Comprehensives are the workhorses of public higher-ed systems, awarding bachelor’s degrees and providing opportunities in all corners of a state. But those corners are losing students and struggling to balance budgets. [Public Regional Colleges Never Die. Can They Be Saved?](#)

The difference between a country’s performance in absolute number of competitive institutions versus share of schools in that country that are internationally ranked is one measure of the scope of inequality in education. Just 3% of US universities are ranked in the global top 200; 5%

are in the global top 500; and 8% are in the global top 1,000 (placing it 13th, 21st, and 22nd, respectively). [Which countries provide their citizens with the best higher education?](#)

While surveys of students show 85% regard getting a good job as a “critical” reason for going to college, and only 16% of graduates found career services “very helpful,” colleges cut career office budgets by 11.4%. [As graduates obsess about jobs, colleges cut spending on career services](#)

For the first time in a decade, the unemployment rate for college graduates is as it was in 2007. But for those entering the workforce straight from high school, it’s a far more pessimistic picture. [Things are looking up for the college class of 2017—but not their high school peers](#)

The average base pay for college grads this year ticked to the highest level in at least a decade, to \$49,785. [Salaries Soar for the Class of 2017](#)

Within the same major, different career paths can explain roughly 15-25% of the variation in earnings. Occupations play a large role in hard sciences and multidisciplinary fields, accounting for 22-25% of the variation in earning. [Putting your major to work: Career paths after college](#)

An entry-level candidate who studied psychology in college gets an average salary of \$42,206. But when that same psychology major picks up data analysis and statistics, the starting salary can jump to \$68,788. [The one word that doubles liberal arts grads’ chances of getting hired](#)

“The world is becoming more interdisciplinary and is forcing us to change to reflect it. The marketplace is telling us that students need to be well-versed in their discipline, but also technologically competent.” [Breaking Professional Schools Out of Their Silos](#)

An Immigration and Customs Enforcement official came to class to speak and answer questions. Protesters entered the classroom chanting, “ICE is for destruction, no need for discussion!” [After Immigration Officer Was Forced From Classroom, Students Lament a Missed Opportunity](#)

The sanctions against the student protesters ranged from probation to official discipline, which places a permanent record in the student’s file. [Middlebury Punishes 67 Students for Charles Murray Protest](#); [Dozens of Middlebury Students Are Disciplined for Charles Murray Protest](#); [Middlebury Has Sanctioned Students for Shutting Down Charles Murray’s Lecture](#)

When VP Pence spoke at Notre Dame’s commencement, protesters—150 or so out of a 24,000-person audience—quietly rose from their seats and exited. [Why Walking Out Is Better Than Shouting Down](#); [Protesting Notre Dame students walk out of Pence’s commencement speech](#)

Faculty objections caused Illinois to drop plans for a talk by Nobel Laureate James Watson, who co-discovered the structure of DNA but has been castigated by scientists for his discredited views on race and intelligence. [Nobel laureate’s talk at UI canceled after faculty backlash](#)

“All of us in higher ed should be ashamed. It’s our job to uphold free speech and to teach the responsibilities that come with that freedom. But it seems more than ever that we’re just refusing to hear one another.” [How refusing to listen to other voices can harm us all](#)

“To create deeper intellectual and political diversity, we need an affirmative-action program for the full range of conservative ideas and traditions, because on too many of our campuses they seldom get the sustained, scholarly attention they deserve.” [The Opening of the Liberal Mind](#)

The course description's anti-Trump language and requiring students to participate in resistance against the president angered some conservatives and propelled Butler to the national spotlight. [University faces backlash for anti-Trump course that promised to teach 'strategies for resistance'](#)

The measure requires colleges to adopt broad protections of free expression consistent with a U of Chicago 2015 statement. It also bars public colleges from limiting students' speech to specific areas, denying funds to student groups based on their viewpoints, or punishing faculty for classroom speech germane to the subjects they teach. [Tennessee Law Is Hailed as Offering Unprecedented Protection of Campus Speech](#); [A State's Effort to Head Off Campus-Speech Fights Gets Mixed Reviews](#); [Tennessee Passes Bill To Protect Free Speech On Campus](#)

Arriving at associate-professor status, usually with tenure, faculty often ask: What's it all about? Where do I go from here? Things only get worse if, after 8 or 9 years of mulling such questions, they have failed to achieve full professorship. [Helping Professors Overcome Midcareer Malaise](#)

Public outreach on social media is critical, helping academics at every stage in their careers gain notice for their work and improve their professional prospects. But it also attracts attention to their employers, particularly when a scholar's activist stance leads to public criticism of the academic institution where they are employed. [The Young Academic's Twitter Conundrum](#)

Dean Chu's reviews on Yelp contained "inappropriate and unacceptable language pertaining to race and class." [Yale Dean Is Suspended in Connection With Offensive Yelp Reviews](#)

A Duke professor responded to a colleague's email urging Divinity School faculty to participate in voluntary weekend diversity training with his own email urging them to skip it as a waste of time. [Duke Professor Resigns After Facing Discipline for Challenging Diversity Training](#); [Divinity, Diversity and Division](#); [The Costs of a Calling](#)

A Texas A&M philosophy professor became the target of controversy, online threats, and race-based harassment due to a story about his 2012 interview about violence against whites in the Tarantino film *Django Unchained*. [Furor Over Philosopher's Comments on Violence Against White People](#); [Faculty and Students Assail Texas A&M President's Criticism of Professor](#)

The plaintiff has had to put off applying for a job because of the "firestorm of publicity and gossip" the book has generated in academic circles. [Laura Kipnis Is Sued Over Portrayal of Graduate Student in Book on Campus 'Sexual Paranoia'](#)

"The harassment of students by faculty represents an unacceptable breach of the teacher-student relationship and carries the potential for enormous harm." [UC-Berkeley Fires Professor Accused of Harassing Students](#)

After 10 years (and earning tenure) in history at Kansas, he's leaving in large part because of a state law that will soon allow guns on campus. Dorman is leaving for a comparable job (also with tenure) in another state, one without campus carry. [Leaving Over Campus Carry](#)

ATHLETICS

The law will allow persons 21 years or older to possess concealed weapons on campus with a permit. One of the excluded places includes "buildings or property used for athletic sporting events." Georgia's athletics department is unclear whether this law will strictly mean that guns are disallowed inside venues such as Sanford Stadium, or if they will be banned from all tailgating sites. [Guns and tailgating: Campus carry law draws questions for football Saturdays](#)

They entered the victim's dorm room wearing masks and announced a robbery. [Three Illinois football players suspended after arrests in alleged dorm robbery](#)

CYBER INFRASTRUCTURE

Hundreds of thousands were infected by ransomware called WannaCry that scrambled files of victims and demanded ransom via bitcoin to decrypt them again. The malware took advantage of a previously disclosed Microsoft vulnerability, for which many systems had not yet been patched. [Cyberattack Victims Begin to Assess Financial Damage](#); [Global Cyberattack Exposes Lag in Companies' Software Updates](#); [Colleges Dodge Massive Cyberattack](#)

UW-Madison officials had to wrestle back control over their Twitter account after a hacker posted a series of bizarre and profane tweets to the university's 160,000 followers. [UW-Madison officials unnerved by hacking of main Twitter account](#)

The FBI summarizes the schemes targeting universities and their students that scammers have used since July 2016, including a vendor bank account update scam, the fake "education tax" scam, a phishing scheme requesting W-2 tax information, and a phishing scheme involving payroll fraud. [Recent Fraud Schemes Targeting Universities and Their Students](#)

ENGAGEMENT & COMMERCIALIZATION

Our higher ed system should not be held captive to 100-year-old accrediting institutions that were never intended to be regulatory gatekeepers in the first place. Instead, we should allow communities that want to experiment with higher ed policy the freedom and accountability to do so. [Bringing higher education regulation into the 21st Century](#)

ENROLLMENT

The Mastery Transcript Consortium, a reform movement of 100+ elite private high schools, aims to replace traditional transcripts with competency-based, nonstandardized documents with no grades. [A Plan to Kill High School Transcripts ... and Transform College Admissions](#)

The Chan Zuckerberg Initiative will partner with The College Board to expand access to "unique, personalized learning pathways" that will help students prepare for key college gateway tasks—tests like the PSAT, SAT and AP. [College Board, Zuckerberg in deal to boost college access](#)

Indiana has the lowest two-year college graduation rate in the U.S., with 8.3% of full-time, first-time community college students who began in 2011 graduating in three years or less. [Raising Grad Rates at Indiana's Two-Year Colleges](#)

Despite all of the credits falling by the wayside and all of the transfer students who don't make it to graduation, starting out in a community college is still the cheaper route for many students. [Is It Really Cheaper to Start at a Community College? The Consequences of Inefficient Transfer for Community College Students Seeking Bachelor's Degrees](#)

Mizzou is expecting its smallest freshman class in two decades, and the school's entire enrollment shows the loss of students will result in \$16.6M less revenue. [Mizzou's Freshman Enrollment Has Dropped by 35% in 2 Years. Here's What's Going On.](#)

While some who have chosen Canada for higher ed cite the US political climate, economics remains the main motivation. Tuition is lower than at comparable US universities, even though

non-Canadians pay a higher rate. The currency's weakness relative to the US dollar also gives students a 26% discount. [Canadian Colleges See Surge of Foreign Students. It's Not Just Politics.](#)

Opponents of the College Transparency Act and what's been called a student unit-record system agree that a change is needed, and that students, as well as their families, need better information, but have expressed concern that such record-keeping would be a violation of federal privacy law. [Here's How a Student 'Unit Record' System Could Change Higher Ed](#)

A new transfer app will help veterans, returning adults, and community-college students. [Common Application Says New Transfer App Will Better Serve Nontraditional Students](#)

Middle class families are squeezed on both ends: they barely miss Pell Grants and they are not the types of students getting grants from colleges. This trend has manifested itself on college campuses in the form of a socioeconomic "barbell." [Can the middle class afford college?](#)

FINANCE

Congressional negotiators reached an agreement on a spending bill that would increase funding for the NIH and reinstate year-round Pell Grants. [What the Congressional Budget Deal Means for Higher Ed](#); [Congressional budget deal wards off Trump's wish list of higher-education cuts](#)

DoE is dropping cumbersome, confusing, and costly rules, but critics say the agency will be too reliant on a single student-loan company. [Education Dept. Says It Will Pick Single Loan Servicer](#)

NASFAA calls for the creation of an independent oversight board at the Federal Student Aid office to report directly to the public, the education secretary, and Congress. [It's time to reform the financial arm of the Education Department, report says](#)

Tennessee's first cohort of free tuition recipients graduate this spring, and community college enrollment numbers are up by a third, while the amount that students are borrowing from the federal government is down. However, it is unclear what effect the money is having on on-time graduation, a key goal of the New York plan. [Free Tuition? Tennessee Could Tutor New York](#)

Universities are hunting for new moneymaking ventures, from farm stores, to summer camps, to licensing deals on everything from T-shirts to caskets and urns. [Under pressure to contain tuition, colleges scramble for other revenue](#)

GENERAL ADMINISTRATION

Colleges that have not carefully reviewed their advertising and promotional materials, including those by third-parties, can expect to be subject to loan-forgiveness claims by students and even graduates for decades to come. [The 'Borrower Defense' Rule Takes Effect in July. Brace for It.](#)

Scientists have been fighting fake news and misinformation for decades—and they have valuable suggestions for the rest of us about how to handle such conversations. [Wrong! 5 ways to respond when someone's spreading alternative facts](#)

An administrator at Holy Cross College, near South Bend, mistakenly sent an email to the entire student body that paints a bleak picture of the small institution's finances and mentions its possible closure. [College Official Unwittingly Tells Students That It May Soon Close](#); [Holy Cross College told to produce plan to get out of financial hole](#); [Administrator Who Accidentally Told Students College May Close No Longer Works There](#); [After the Accidental Email](#)

As the financial troubles for Saint Joseph's College in Rensselaer continue, President Robert Pastoor has submitted his resignation. [Saint Joe's President Resigns](#)

The ability of higher ed to flourish will require an expanded and more diverse pool of talented individuals who aspire to and are prepared for the college presidency. Developing and supporting these new leaders is urgent. [Renewal and Progress: Strengthening Higher Education Leadership in a Time of Rapid Change](#); [The Future of the College Presidency](#)

Ethical breaches are causing more chief executives to lose their jobs. The upside? Researchers say the rising numbers don't point to more corporate misbehavior: It's that CEOs are being held to a higher level of accountability. [More CEOs Are Getting Fired After an Ethical Lapse, Study Finds](#); [Are CEOs Less Ethical Than in the Past?](#); [CEOs under Fire](#)

Taking a cue from the business world, more large universities have created independent centralized compliance offices within the last 5 years. They are now looking for ways to go beyond simply ensuring that people follow the rules, to encourage more ethical decision-making at all levels. [Can Universities Foster a Culture of Ethics? Some Are Trying](#)

The regents threw parties and dinners at lavish hotels. Although the events were charged to a private endowment, and not covered by public money or tuition, the practice will stop to avoid any question over use of university or university-associated funds. [Regents throw parties at UC's expense](#); [University of California Will No Longer Pay for Regents' Dinners and Parties](#)

HEALTH SERVICES

Colleges, spurred by fatal student overdoses and grieving families, are distributing lifesaving medication and adding on-campus recovery programs as the nation's opioid epidemic worsens. [Fatal Student Opioid Overdoses Prompt Colleges to Action](#)

HUMAN RESOURCES

With the first case in the series of lawsuits against the fiduciaries of "jumbo" 401(k) and 403(b) retirement plans maintained by large universities proceeding to discovery, and potential trial, employers and plan fiduciaries should carefully assess their fiduciary processes. [Breach of Fiduciary Duty Case Against University Retirement Plan Fiduciaries Survives Motion to Dismiss](#)

Members of racial and ethnic minority groups are poorly represented in higher ed staff positions, making up only 29%. Minority staff are subject to a pay gap in all types of jobs except clerical positions. In service and maintenance, they make only 90 cents for every dollar earned by white employees. [2017 Staff in Higher Education Salary Report](#)

Inclusion programs should create teams whose members matter to one another because they're part of the same group. Focusing on common goals and a common identity is critically important for eliminating bias. [Is Your Company's Diversity Training Making You More Biased?](#)

IBM will no longer allow employees to work remotely. [The Remote Work Debate: Which Side Will Win?](#); [IBM, a Pioneer of Remote Work, Calls Workers Back to the Office](#)

INSTITUTIONAL ASSURANCE

The governor signed a measure that would allow Georgia college students and others to carry concealed weapons on campus, despite vetoing similar legislation last year amid an uproar from

gun control advocates. [Georgia governor signs campus gun measure](#); [Georgia college officials grapple with new campus gun law](#)

The private university east of Dayton is the first in Ohio to allow concealed guns. Full-time faculty and staff who are licensed to carry concealed handguns by the state can do so on campus. [Cedarville University is first in Ohio to allow concealed guns on campus](#)

Ambiguities in the laws makes implementation confusing, enforcement difficult, litigation likely, and the costs to colleges, courts, and citizens burdensome. [The Real Chaos of Campus Gun Laws](#)

Security staff already check audiences as they enter a venue, and the Manchester attack could force them to consider bolstering protection for people leaving. But some argue that extending the perimeter of security around such events simply moves potential targets, and doesn't eliminate them. [Manchester Attack Again Shows Challenge of Keeping Big Gatherings Safe](#)

The real-time alerts use acoustic technology to notify police when and where gun incidents occur so officers can respond faster and more safely. It can also tell the difference between similar sounds, like fireworks. [University of Alabama using technology to detect gunfire on campus](#)

The directive provides general enforcement guidance as to when OSHA officials should make a response to, and/or cite an employer for, a complaint or fatality arising out of an incident of workplace violence. [OSHA Provides Enforcement Guidance on Workplace Violence Response](#)

The person who fatally stabbed 1 student and injured at least 3 others at the U of Texas at Austin is in custody. [Stabbing Attack at U. of Texas-Austin Leaves 1 Dead and 3 Injured](#); [‘Our hearts are broken’: University of Texas mourns after stabbing attack leaves a freshman dead, others wounded](#); [As Stabbing Attack Unfolded, U. of Texas Officials Strained to Curb Misinformation](#); [Suspect in UT Austin stabbing charged with murder, had been committed before](#)

Colgate warned of an “armed person” on campus in alerts posted on social media. The next morning, officials explained that a student carrying a glue gun intended for an art project had prompted the campus emergency. [Colgate University locked down over a student using a glue gun for an art project](#); [Glue-Gun Incident at Colgate Prompts Concern About Racial Profiling](#); [Colgate University lockdown: Police, others handled ‘gun’ report correctly, experts say](#)

A student was approached by two women, who began punching her. A man on a bicycle attempted to intervene and was confronted by a man who police believe was with the attacking women. Another man—the fourth suspect—then approached the cyclist from behind, knocking him unconscious. [Four arrested in assault reported on University of Michigan campus](#)

The chief of Transylvania’s public safety department and the president of the university worked together to take down a knife-wielding man who attacked students in a campus coffee shop. [Transylvania University’s police chief and president took down coffee shop attacker](#)

Incidents involving hazardous materials occur on campuses due to lack of training, emergency preparation, or knowledge of the substances. [Hazmats among us on college campuses](#)

“See It Before You Sign It” is a campaign aimed at parents and college students to raise awareness about off-campus housing fire hazards. [Campus fire safety campaign raises awareness](#)

INTERNATIONAL

The Court of Appeals for the Fourth Circuit, in a 10-to-3 ruling, found the Trump policies amounted to religious discrimination. [Appeals Court Rejects Trump Travel Ban](#)

Rather than build its own brick-and-mortar campuses, the U of Arizona is planning to open 25 “microcampuses” at international partner universities, creating a network capable of educating more than 25,000 students around the globe. [Going Big Into ‘Microcampuses’](#)

Obaid Altamimi went to the International Programs Office and asked to make a speech at graduation. When staff told Altamimi he couldn’t give a speech, he replied that he “will bring a gun to the final ceremony.” [University of Iowa student charged with threat of terrorism](#)

PHYSICAL INFRASTRUCTURE

UM was spending around \$550,000 a year in operating expenses to maintain the home, which has not been used since 2012. Overall, the house would require around \$4.7M to renovate, the university estimated. [University of Michigan’s historic guesthouse listed for \\$5.9 million](#)

Experts estimate up to 7,000 bodies are buried on the U of Mississippi Medical Center campus. They are former patients of the state’s first mental institution, called the Insane Asylum, built in 1855, and underground radar shows their coffins stretch across 20 acres of the UMMC campus, where officials have wanted to build. [7,000 bodies could be buried on UMMC campus](#)

RELATIONSHIPS WITH AFFILIATED ORGANIZATIONS

Eighteen students at Penn State were charged in the death of a 19-year-old sophomore who became drunk and fell repeatedly during a fraternity “pledge night” in February. The student was left overnight, unconscious and obviously injured, by fraternity members who knew he needed help but failed to seek it. [18 Penn State Students Charged in Fraternity Death; 8 Fraternity Members Are Charged With Manslaughter in Hazing Death at Penn State; TIMELINE: The events from the night leading up to and surrounding the death of Timothy Piazza; Breaking down the roles the 18 former Beta Theta Pi brothers allegedly played in the death of Timothy Piazza; Prosecutors Taking Tougher Stance in Fraternity Hazing Deaths; Penn State teen killed in frat hazing was treated like ‘roadkill and a rag doll,’ parents say](#)

Fraternity brothers waited several hours to take the victim to a hospital while they organized a cover-up in the 2013 hazing death. [Four plead guilty in Baruch fraternity hazing death](#)

One day after the death of a U of Iowa student in Missouri, leaders of the Iowa Greek community called for an immediate and permanent ban on all out-of-town formal events for their member chapters and also instituted an immediate ban on fraternity and sorority events with alcohol. [University of Iowa fraternities, sororities ban all events with alcohol](#)

A fraternity at the U of Arizona has been booted off campus for 4 years for hazing pledges by forcing them, among other things, to assemble puzzles while boozed-up and blindfolded—and witnesses were warned that “rats” would be killed. [University of Arizona fraternity removed over hazing allegations; Frat kicked off campus after bros threaten to kill hazing ‘rats’](#)

The University of Kentucky has suspended a fraternity for six years for paddling pledges and other forms of hazing. [UK suspends black fraternity for six years, citing paddling of pledges](#)

The change requires all 42 fraternities to educate every second-year member about “bystander intervention,” in addition to the 2 sexual-assault-prevention programs already mandated for each student on campus. [UI Interfraternity Council mandates training to prevent sexual assaults](#)

“It’s hard for universities because you can’t just buy an off-the-shelf program to fix this. You’ve got your own culture, your own norms to contend with, and then typically you’re in the middle of some community that has its own alcohol environment.” [After Death at Penn State: What Can a President Do to Change Campus Culture?](#)

“Let me be clear: Abolition is the only answer. All social fraternities—alongside the sycophantic sorority life they exploit—must go. They must go permanently and forever, at Penn State and everywhere else. Reform is not possible.” [Why Colleges Should Get Rid of Fraternities for Good](#)

RESEARCH

The proposed 3-grant limit is the latest in a series of attempts by the NIH, made over the years with limited success, to help younger researchers compete against more senior colleagues who have both the personal connections and the scientific experience to win relatively larger shares of federal grant support. [NIH Is Firm on Plan to Limit Per-Person Grant Awards](#)

STUDENT LIFE

More than a quarter of college students have children, increasing by at least 30% since 2004. However, the proportion of colleges offering on-campus child care hasn’t increased. [With number of student-parents up, availability of campus child care is down](#)

The estate of an anonymous Valparaiso alumnus has donated \$1.4M to the school. President Mark Heckler says the university will use the gift to establish an endowment for programs and operations of its Counseling Services department. [Gift to Support Valpo Counseling Services](#)

Fewer first-year students than ever (42%) described their politics as “middle of the road,” while 36% considered themselves liberal or far left and 22% conservative or far right. Less than half of the freshmen, 47%, consider their mental health to be above average in relation to their peers—a first in the survey’s history. [Political Division Soars on Campus, Survey Finds](#)

The man who spent years ruling on Wesleyan’s sexual misconduct hearings is charged with trying to meet with a minor for sex. Prior to his arrest, he was fired after a Boston Globe reporter asked whether the university knew that Backer had been fired from a Vermont boarding school for “propositioning” a teenage girl through numerous text messages. [A former dean who ran Wesleyan University’s sexual assault investigations charged with soliciting sex from minor](#)

Thirteen students at Carleton College are suspended for an entire school year because of a secret, social club hazing incident involving extreme alcohol consumption and a sexual assault allegation. [13 Carleton College Students Suspended After Hazing Incident](#)

Most colleges (89%) reported zero incidents of rape in 2015. Reported is the key word. Just because a school had no rape reports doesn’t mean no rapes happened. [Study: 89% of colleges reported zero campus rapes in 2015](#)

ERM EVENTS and MEETINGS ATTENDED BY IU STAFF

Central Indiana ERM Roundtable, hosted by Indianapolis Power & Light, May 19

NEW ERM RESOURCES

It's been almost a decade since the 2008 global financial crisis and forced companies into a defensive risk management posture, pulling responsibilities back from the business units to the second line of defense. Today a collaborative approach to risk management with accountability sitting squarely in the first line of defense can be the key to greater organizational resiliency and growth. That means an engaged first line that makes risk decisions in alignment with strategy. It means a proactive second line that influences decision making through effective challenge and timely consultation and collaboration. And it means a diligent, independent third line focused on protecting and delivering value. [Risk in review: Managing risk from the front line](#)

Damage to reputation/brand is the top-ranked risk by public and private companies around the world. Cybercrime has dramatically risen in the ranks from ninth to fifth this year and has become the top concern among business in North America. Political risk/uncertainties has re-entered the list at number nine, as politically stable developed nations become new sources of volatility and uncertainty. [Top 10 biggest risks for companies revealed](#)

In situations that specifically involve both assessments of, and decision making about, risk, left to their own devices teams actually often do worse than individuals with sometimes disastrous results. Indeed, much of the evidence shows that teams will oftentimes make much riskier decisions than individuals, or what is known as the risky shift phenomenon. Even though evidence for the risky shift phenomenon is pervasive, the lesson here is that team leaders and facilitators should arm themselves with the advice highlighted in this article to reduce risky shift and ensure healthy team functioning, more accurate assessments, and recommendations about risks that might affect the organization's strategic success. [Why Teams Often Make Riskier Decisions Than Individuals \(and What You Can Do About It\)](#)

Some companies simply use ERM to identify, prioritize and report on risks—protecting value. The best companies use ERM to make better decisions, improve their strategic, financial, and operational performance, and create value. When this works well, it becomes part of the culture. Every time new opportunities are considered, how they would manage the risks are also discussed. The best ERM programs allow companies to have both risk agility (can you quickly adapt to a changing environment?) and risk resilience (can you withstand business disruption?). [How your board can ensure enterprise risk management connects with strategy](#)

Biases are predispositions of a psychological, sociological, or even physiological nature that can influence our decision making. They often operate subconsciously and by definition are outside the logical process on which decisions are purportedly based. While we may readily acknowledge their existence, we often believe that we ourselves are not prone to bias. (This is actually a form of bias in itself, called overconfidence.) The good news is that pragmatic solutions exist. Carefully chosen interventions can achieve a real difference. [The business logic in debiasing](#)

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!