

# The Risky Academy: Environmental Scan for August 2017

## ACADEMIC & FACULTY QUALITY

Indiana schools among the *Best Colleges for Your Money*: Purdue is #37, Notre Dame is #40, and IU is #117. The *Money* magazine ranking uses 27 factors including quality of education, affordability, and outcome for graduates. [Indiana Colleges Among Best 'For Your Money'](#)

Indiana schools are included in *Washington Monthly's 2017 College Guide*, which ranks “based on their contribution to the public good” in three broad categories: social mobility, research, and service. Notre Dame is #22, Purdue #25, Indiana U in Bloomington #80, Indiana State #83, Ball State #135, and IUPUI #177. [Hoosier Schools Among Best in Nation](#)

Offering insight into the current state of higher ed are data on faculty and administrators, students, and finances, and tables comparing states' demographics, enrollment, graduation rates, faculty pay, and tuition costs. [The Almanac of Higher Education 2017-18](#)

Support for a child attending a university to earn a 4-year degree was higher among Democrats than Republicans, but the gap disappeared if respondents were given information on the cost of college and the likely lifetime earnings benefits of a 4-year degree. That information made Republicans more likely to want a university education for a child than they had been previously—but it had the opposite effect on Democrats. [Narrowing the Partisan Divide](#)

Before Richard Vedder of the Center for College Affordability and Productivity “fades away,” he reviews seven of the biggest problems the nation faces with respect to its universities. [Seven Challenges Facing Higher Education](#)

Opposition was not expected from Indiana, and the transaction now moves to the Education Department for additional review. One outspoken critic outlined his objections in a letter to a top department official. [Purdue Wins State Approval for Controversial Deal With Kaplan U.; Purdue-Kaplan online university one step closer to reality](#)

California will spend \$6M to revive the reputation of vocational ed and \$200M to improve the delivery of it. [After decades of pushing bachelor's degrees, U.S. needs more tradespeople](#)

Takeaways: Hiring problems are not as widespread as claimed and depend on the industry. There is no silver bullet skill that guarantees employment. Reading and writing are the most common skill gap. [The skills gap is a “myth,” according to this economist](#)

Completion and availability of dual credit courses for Hoosier high schoolers continue to rise: 59,000 high school students right now are taking college courses offered by Ivy Tech alone, double what it was two years ago. [Ivy Tech Exec Extols Benefits of Dual Credit](#)

About 38% of undergraduate students are older than 25, about 58% are working, and more than 25% are parenting; many fit all 3 categories. [This is what today's college students really look like](#)

What we currently do is say “oops, there's something wrong with these students—we've got to provide more of something.” But the problem is that colleges haven't adjusted to the students.

You need to embrace the students that you will have and spend time coming to understand how they learn. [‘It’s a tough transition’: why universities must plan for generation alpha](#)

An increasing number of traditional higher ed institutions are now applying bootcamp trainings to other fields, such as healthcare, accounting, and even civics and political science. [More Bootcamps Are Quietly Coming to a University Near You](#)

Humanities programs awarded 5,891 doctoral degrees in 2015—the most since 1987. Advanced humanities degrees were awarded to underrepresented-minority students at levels near the highest on record. Even so, humanities doctorates aren’t growing as quickly as those in other fields are. [Diverging Trends in Completions of Advanced Humanities Degrees](#)

The law schools of both Georgetown and Northwestern announced they would start to accept the GRE for admissions, not just the traditionally required LSAT. They join Harvard and the U of Arizona, amid a growing debate over proposed changes in ABA standards that could limit the ability of law schools to use tests other than the LSAT. [LSAT vs. GRE: What’s Next?](#)

Chapel Hill’s board has taken a critical view of advocacy centers, in 2015 voting to close the flagship’s Center on Poverty, Work, and Opportunity amid protests. Now it considers a proposal to prevent the UNC Law School’s Center for Civil Rights from engaging in any litigation. [U. of North Carolina Chancellor Criticizes Board’s Proposal to Hamstring Civil-Rights Center; A Civil-Rights Center Is Under Threat at UNC. It’s Not Alone in Being Targeted.](#)

Sixteen incoming students withdrew and past donors have chosen not to contribute to Trinity College this year, resulting in about a \$200,000 loss in donations. Both groups specifically cited the national uproar surrounding Professor Williams’ racially charged Facebook posts. [Trinity Loses Donations, Students After Facebook Posts](#)

Not all of this year’s free-speech controversies involving professors have elicited critical responses from their universities. But several have. [Professors as Targets of Internet Outrage; Under Fire, These Professors Were Criticized by Their Colleges;](#) [Twitter Blowback: Lost Job and Lost Money;](#) [U. of Tampa Fires Professor Who Called Hurricane Harvey ‘Karma’ for Texas;](#) [Termination for Harvey Tweet;](#) [Grand Canyon U. Suspends Professor for Saying Some Black Lives Matter Supporters ‘Should Be Hung’](#)

Christian Ott, a professor of theoretical astrophysics, will leave Caltech at the end of 2017. He is on leave after an investigation found “unambiguous gender-based harassment of both graduate students by the faculty member.” [Caltech Professor Resigns Following Harassment Investigation](#)

Higher ed sees a round of faculty terminations and resignations over allegations of sexual misconduct. They could be a sign that even big-name institutions are holding their big-name scholars to a higher standard of conduct. [‘Zero-Tolerance Mind-set’](#)

Wyndham Lathem, an associate professor at Northwestern, and Andrew Warren, a senior treasury adviser at Somerville College, part of Oxford, went on the run, wanted by authorities for a Chicago homicide. The two men were arrested “without incident” in California. [Professor on the Lam;](#) [Hunt underway for university researcher accused of murder in Chicago stabbing;](#) [Northwestern Professor and Oxford Worker, Sought in Killing, Are Taken Into Custody;](#) [Northwestern professor suspected in fatal stabbing fired from university;](#) [Two Men From Elite Universities Charged With a Killing ‘Dark and Disturbing’](#)

## **ATHLETICS**

If you're not a big-time college football program, such as a Michigan or Notre Dame, that profits immensely from offering football, it may make sense to either drop the football program altogether or to require athletes to sign a very detailed waiver that explains in earnest all of the risks related to playing football. [Football programs could face dearth of concussion insurance](#)

Richmond and Youngstown State teammate Trent Mays were both found delinquent in connection with the sexual assault of a 16-year-old girl during a 2012 party, and sentenced to time at a juvenile detention center. [Thousands call for Ohio college coach to remove player convicted of rape from team](#)

Brenda Tracy has visited over 30 campuses to initiate a dialogue in athletic departments and locker rooms in hopes of changing a culture that's scarred college sports. She estimates only 10% of men are capable of committing such horrendous crimes, leaving the rest in charge to promote awareness and a commitment to intervene and/or report potential instances of sexual violence. [University of Colorado athletic department moves forward to address sexual violence](#)

The extraordinary reach of football into fans' lives makes perfect sense when we see it for what it is: the most popular mechanism in contemporary America for cultivating a sense of self that is rooted in a community. In a world of uncertainty, fragmentation, and isolation, sports fandom offers us clear winners and losers, connection to family and community—and at its best, the assurance that we are really No. 1. [College Football Is Here. But What Are We Really Cheering?](#)

Colleges and universities—longtime bastions of environmental sensitivity in dining halls and on quads—have now turned their attention to stadiums and arenas, which generate tremendous amounts of waste in small amounts of time. [Winning the waste game in higher ed](#)

## **AUXILIARIES**

Students invariably say they want to live in suites with private baths, but years of survey results at Delaware demonstrated that traditional double rooms, communal bathrooms, and plenty of lounge and study space would lead students to make more friends and feel more connected to the institution. [What's New in Freshman Housing? Buildings That Help Students Make Friends](#)

After a building boom that lasted more than a decade, the pace of spending on lavish campus frills is slowing. The reason behind this shift is a combination of growing concerns about rising tuition and student debt, declining numbers of high school graduates, and the ever-fluctuating tastes of students and parents. [Why Universities Are Phasing Out Luxury Dorms](#)

## **CYBER INFRASTRUCTURE**

Companies in the Houston area are scrambling to ride out Tropical Storm Harvey by maintaining around-the-clock oversight of information technology systems—in some cases outfitting technology hubs with sleeping cots—while shifting key business applications to the cloud and closely monitoring the status of the power grid and online providers. [Houston Companies Rally To Keep Technology Operations Going](#)

Myth 1: All assets in the organization must be protected the same way. Myth 2: The more we spend, the more secure we will be. Myth 3: External hackers are the only threat to corporate assets. Myth 4: The more advanced our technology, the more secure we are. [Hit or myth? Understanding the true costs and impact of cybersecurity programs](#)

Data quantified 184 billion exploit detections during the second quarter of 2017, for an average daily volume of 1.8 billion daily detections, 44% of which came on the weekends. [More Cyber-Attacks Occur on Weekends Than a Weekday, Study Reveals](#)

The number of emails carrying malware rose to a new high in July with one in every 359 emails carrying a malicious payload. In addition, July saw increases in the number of phishing attempts and spam. [Email malware, phishing and spam attempts hit new highs for 2017](#)

Despite increasing investments in IT in higher education—from spending \$765 per student in 2002 to \$925 per student in 2013—there is still debate over whether these investments are justified. [Challenging the 'Productivity Paradox'](#)

In a survey of faculty at colleges and universities, 73% of respondents said technology has made their jobs “easier” or “much easier.” And nary a one considered their job “much harder” thanks to tech. [Most Faculty Say Technology Has Made Their Jobs Easier](#)

Automating simple tasks could free government employees up to build relationships and solve problems face-to-face with citizens. Until machine learning techniques improve, though, AI should only be used for analysis and process improvement, not decision support, and human oversight should remain prevalent. [Agencies Should Watch Out For Unethical AI, Report Warns](#)

Researchers, who warned half a dozen robot manufacturers in January about nearly 50 vulnerabilities in their home, business, and industrial robots, say only a few of the problems have been addressed. [Robot makers slow to address cyber risk: researchers](#)

## **ENGAGEMENT & COMMERCIALIZATION**

Universities are now the dominant employers, real-estate holders, policing agents, and education and health-care providers in many major cities. What are the costs when universities exercise this significant power? [When Universities Swallow Cities](#)

Colleges aim to improve neighborhoods near campus, and boost the student pipeline, by taking over K-12 schools. [Urban Colleges Move Into K-12 Schools to Help Kids and Themselves](#)

Measures state lawmakers have recently considered could prevent campuses from disinviting speakers who pose a threat to safety, or could suppress free speech rights of counter-protesters. [Will Charlottesville Hurt the Movement to Strengthen Free Speech on College Campuses?](#)

Purdue and India-based tech giant Infosys agreed to a 5-year alliance which will involve training the company's American employees, joint research projects, and a physical presence for Infosys on campus. [Purdue, Infosys Announce Major Partnership](#); [Purdue Tackles Job Training](#)

## **ENROLLMENT**

Freshmen enrollment is down 35% since the protests, and Mizzou is beginning the year with the smallest incoming class since 1999. Overall enrollment is down by more than 2,000 students. The campus has taken seven dormitories out of service. Mizzou's 2016 football season drew almost 13,000 fewer attendees than in 2015. During basketball games, one-third of the seats in the Mizzou Arena sat empty. [Mizzou Pays a Price for Appeasing the Left](#)

UC Irvine is reversing a decision to rescind admissions offers to hundreds of students it had already accepted, reinstating 290 prospective students “whose offers were withdrawn for failing

to meet deadlines and other requirements for transcripts and test scores.” [UC-Irvine Reinstates Admissions Offers to Hundreds of Students](#)

By focusing on the applicant’s experience, Fedonia was able to increase enrollment by nearly 25%. [How a Regional Public University Reversed Enrollment Decline \(and It’s Not Free Tuition\)](#)

In the two years since Northern Arizona launched a virtual 360-degree campus tour, more than 30,000 people have explored the campus virtually. More than 4,000 students who accessed the virtual tour either gave the university their contact information, scheduled a campus visit, or applied for admission. And, at events such as Comic-Con, Temple U has had a booth where students and their families can see their video. [Virtual reality, real rewards in higher ed](#)

The share of black freshmen at 100 elite schools ranging from public flagship universities to the Ivy League is virtually unchanged since 1980. More Hispanics are attending elite schools, but the increase has not kept up with the huge growth of young Hispanics in the US, so the gap between students and the college-age population has widened. [Even With Affirmative Action, Blacks and Hispanics Are More underrepresented at Top Colleges Than 35 Years Ago](#)

The *New York Times* said the DoJ planned to sue colleges over their race-conscious admissions policies, but the report was based on a single document. That document, which seeks lawyers interested in working on possible litigation against colleges, is actually related to allegations of anti-Asian discrimination at Harvard. [In Trump Era, the Use of Race in Admissions Comes Under New Scrutiny; Sometimes, Perceptions of Affirmative Action Don’t Mesh With Reality](#)

Where men once went to college in proportions far higher than women—58% to 42% as recently as the 1970s—the ratio has now almost exactly reversed. This fall, women will comprise more than 56% of students on campuses nationwide. Some 2.2 million fewer men than women will be enrolled in college this year. And the trend shows no sign of abating. By 2026, 57% of college students will be women. [Why Men Are the New College Minority](#)

“Machines are going to be more heavily involved in the evaluation of students and counseling of students; you can ask Siri or Alexa for help, and she will help you. Schools are going to do that, too.” [Machines Evaluating Applicants? Applying to College Could Change a Lot in 20 Years](#)

## **FINANCE**

Student loan giant Navient, the industry’s largest, has suffered a pair of courtroom defeats in its attempt to block government lawsuits alleging borrowers had been mistreated. Navient allegedly illegally steered struggling borrowers facing long-term hardship into payment plans that temporarily postponed bills (while interest continued to accrue), rather than helping them enroll in federal programs that cap payments relative to their earnings and offer the promise of loan forgiveness. [Student Loan Giant Faces Trial Over U.S. Claim It Duped Borrowers](#)

## **GENERAL ADMINISTRATION**

So many varying, uneven messages in such a short amount of time makes the university appear reactive and not in control of the situation. The fewer messages an entity in crisis can deliver with the most consistent and important information available, the stronger it will look. [Crisis of the Week: USC Struggles With Med School Dean Drug Reports](#)

How USC handles one of the biggest scandals in its history will be decided behind closed doors by a small group of wealthy and powerful people. Composed of 57 voting members, USC’s board

of trustees includes philanthropists, alumni, Hollywood insiders, and industrial tycoons. They must ultimately determine whether USC President Nikias, himself a voting member, and other top administrators acted appropriately with regard to Med School Dean Puliafito. [Some of L.A.'s richest people oversee USC. They will decide what to do after the dean drug scandal.](#)

Dr. Puliafito's case stands out as an extreme example of a derailed administrative career, but it highlights a more common truism that downfalls in higher ed are often preceded by warning signs that are either missed or ignored. The crisis also casts a harsh light on Korn/Ferry, a popular executive search firm. [Were Red Flags Missed in U. of Southern California Dean's Hire?](#)

Whether it's a phone call to an escort service, allegations of drug binges, or turning a blind eye to a problematic situation, recent higher ed scandals lay bare the murky moral waters leaders must navigate. How do you separate allegations of criminal behavior that should be reported to police, from problems with addiction that require compassion? [Of Moral Turpitude](#)

"There is nothing surprising at all about the fact that white nationalists would rally around monuments to Confederates," said W. Fitzhugh Brundage, chairman of the history department at UNC at Chapel Hill. "There are very few shrines as unambiguously representative of white privilege and white power as Confederate memorials." But does the association of the monuments with white supremacy mean they should be removed? [As Support Grows for Ditching Confederate Statues, Colleges Weigh Their Options; Off the Pedestal](#)

What does history suggest as the best course of action to win the benefits of an open society while stemming the tide of authoritarians of any stripe? It tells us to have a high tolerance for differing opinions, and no tolerance for political violence. Liberal societies use words, not violence or censorship to settle disputes. [Why Even Nazis Deserve Free Speech](#)

If higher ed is going to model the qualities the world needs to emulate, we must embed opportunities for humility into our organizational framework, such as: 1) Follow the leader; 2) Reward humility; 3) Shape tomorrow's leaders; 4) Take and give responsibility; and 5) Refuse to be offended. [Practicing humility, from the top down](#)

## **HUMAN RESOURCES**

Education is among the top 5 industries losing millennial employees. What millennials want most out of a job is a strong career path—lack of career advancement is the principal reason why millennials leave a job. Similarly, they place strong value on professional development and growth. [What millennials want from a job](#)

In the perceived zero-sum competition for scarce institutional dollars, staff positions are viewed as diminishing the resources available for faculty recruitment and compensation. Might it be time for our community to reconsider our casual disparagement of higher ed staff? [The Casual Disparagement of Higher Ed Staff](#)

Nearly half of Americans feel exhausted by work, representing an increase by a third in only two decades. And, there is a correlation between people who are exhausted by work and people who feel lonely. [The real reason your team suffers from burnout—and 3 ways to fix it](#)

## **INSTITUTIONAL ASSURANCE**

The Red Cross for the Texas Gulf Coast Region has updated information about shelters and donations, which can also be made through the Catholic Charities of the Archdiocese of

Galveston-Houston and a Hurricane Harvey Relief Fund established by the Jewish Federations of North America. [Colleges Announce Closings as Harvey Pounds Texas Coast](#); [Harvey brings minor damage, class cancellations to Texas universities](#)

Hundreds of torch-bearing people—many from out of town—marched on the main quadrangle of UVa’s grounds to a statue of Thomas Jefferson, where a group of counter-protesters were gathered, and a brawl ensued. They were in town to oppose a plan to remove a statue of Robert E. Lee, the Confederate general, from a city park. The protest was the apparent culmination of more than a year of debate and division over the fate of the statue. The university is now hiring a contractor to review its safety infrastructure and more staff and police officers “to ensure safety and security” as the semester begins. [White Nationalists March on University of Virginia](#); [As White Supremacists Wreak Havoc, a University Becomes a Crisis Center](#); [Beyond a President’s Worst Fears, a Mob With Torches Arrived](#); [What U.Va. Students Saw in Charlottesville](#); [President Sullivan Condemns Demonstration Violence](#); [What UVA did wrong when white supremacists came to campus](#); [For Moral Clarity, Don’t Look to Universities](#); [After Charlottesville Violence, Colleges Brace for More Clashes](#); [‘Let love be the torch that guides you’: New students at Dartmouth, other colleges write to U-Va.](#); [After White-Supremacist Violence, UVa Will Review What Activities Are Allowable on Campus](#)

The former Texas A&M student was not invited by a campus organization, nor had any agreed to sponsor him. His notification to the press about the event was headlined: “Today Charlottesville Tomorrow Texas A&M.” [Texas A&M cancels ‘White Lives Matter’ rally planned for Sept. 11](#)

Michigan State joined the U of Florida and Texas A&M in canceling or declining to rent space for an event linked to the white-nationalist leader Richard Spencer. All three cited the recent violence in Charlottesville, Va., as figuring in their decisions. [Another Public University Says No to a White-Nationalist Event](#); [Legal Grounds to Turn Away White Supremacist Speakers](#)

“In light of emailed threats received this morning and with an abundance of caution, we have determined to close the Brandeis campus to all faculty and non-essential personnel until public safety personnel can assure our community that there is no longer a threat.” [Brandeis University closes campus after emailed threats](#)

Here are some of the latest inventions that aim to be the future of crowd safety: 1. Vapor-Sniffing Dogs; 2. Anti-Drone Technology; 3. Sophisticated Cameras; 4. Smartphone Body Cameras; 5. Face-Mapping; 6. Social-Media Monitoring; and 7. Advanced Metal Detectors. [Concert Security’s New Frontier](#)

## **INTERNATIONAL**

The Connecticut Supreme Court said that schools have a duty to warn parents and students of potential hazards associated with field trips—in particular, dangerous insect bites—and let stand a \$41.7M verdict to a student who was disabled after developing encephalitis from a tick bite while on a school trip to China. [Court Lets Stand \\$40 Million Award To Student Sickened After A Tick Bite While On School Trip](#); [Study Abroad and a \\$41.5 Million Verdict](#)

The parents of the 19-year-old University of Wisconsin student who died in Rome last year filed a federal civil lawsuit against the university where their son was about to take classes there for failing to warn him about recent deaths of young adults that occurred near the campus. [Parents of UW-Madison student killed in Rome sue host university](#)

New data suggest that a majority of prospective international students may not have changed their view of the US. But the data also show that a significant minority have changed their views, especially from the Middle East and North Africa. A new administration in the White House is not the only development that may make it less likely for students from the Middle East to seek to enroll in the US. Changes in the Saudi government's support for students were having an impact even before the election. [More Evidence of Trump Impact on International Admissions](#)

Cambridge University Press, the world's oldest publishing house, reversed an earlier decision to block access within China to 315 articles in "The China Quarterly," a leading academic journal focusing on contemporary China. Most blocked articles focused on topics seen as inconvenient to the Chinese government, including the Cultural Revolution, the Tiananmen Square protests, and Taiwan. [Cambridge University stood up to China in a way companies like Apple haven't](#)

## **PHYSICAL INFRASTRUCTURE**

Rose-Hulman Institute of Technology will acquire property making the school's footprint six times larger. The more than 1,100-acre property is the former home of Mari Hulman George and sits just south of the Terre Haute campus. President Jim Conwell calls the deal a game-changer that will boost Rose-Hulman's profile as a leader in science, technology, engineering and math "for decades to come." [Rose-Hulman to Add 1,100 Acres From Hulman Family](#)

It may take a decade or more of experience and experimentation before one can draw sharp and definitive conclusions about the actual benefits and downsides of what seems to be a new standard. Which is to say that the cases for and against open-plan offices are not open and shut. [Should Companies Mimic Apple's Open Floor Plan?](#)

Contractors working on major construction projects are increasingly working digitally. While that creates worksite efficiencies, it also opens physical sites up to cyber risks that never used to exist. [The cyber threat of stealing construction blueprints is very real, and very dangerous](#)

Workers are slowly dismantling two smokestacks, which were rendered obsolete with the university's installation of the nation's largest closed-loop geothermal energy system. [Last signs of the coal era being dismantled at Ball State; Ball State Smokestacks Coming Down](#)

## **RELATIONSHIPS WITH AFFILIATED ORGANIZATIONS**

"Our safety initiatives include unannounced drop-in monitoring at fraternity houses by university-hired and trained staff; eligibility requirements for new members that do not allow first-semester freshmen to join; a reformed and shortened new member ("pledging") process; an informational scorecard for parents and students publicly displaying critical information about each chapter; strong social restrictions that limit alcohol availability and use; strict limits to the size and number of social gatherings; increased parent and new member education; and a no-tolerance policy regarding hazing." [Penn State president: 'Self-governance' for fraternities and sororities needs to end](#)

American U expelled 18 students and disciplined one more for their involvement with Epsilon Iota, an underground student group that has been linked for years to physical violence, hazing, sexual abuse, underage drinking, and drug use. [American U. Expels 18 Students for Involvement in Rogue Frat; 18 students dismissed from American University for code of conduct violations](#)

For all the efforts to rein in fraternities, problems associated with recruitment and initiation seem intractable. At least one student dies from hazing every year. Hazing is by no means

restricted to fraternities, but the combination of free-flowing alcohol, an unequal power dynamic between members and pledges, and decades of tradition can create breeding grounds for abuse. [Colleges Confront the Perils of Frats; How One University Is Challenging an Ugly 'Tradition' Among Students](#); [Fraternities Can Change on Their Own](#)

## **STUDENT LIFE**

Complaints of loud, unruly gatherings are down by as much as 50% in some neighborhoods since the Baltimore County Council passed a Social Host–Unruly Social Gatherings ordinance to target problem landlords and renters through their pocketbooks. [With fall semester near, Towson University's neighbors say ordinance continues to curb unruly student gatherings](#)

Sexual-violence investigations are still being opened at a rapid pace. But resolutions have grown more frequent, too. So far, 11 sexual-violence cases have been resolved in the Trump era. [Federal Sex-Assault Investigations Are Being Resolved More Often. These 11 Cases Show How.](#)

Betsy DeVos ignited a firestorm in recent months after signaling that she might pull back Obama administration policies intended to protect victims of sexual assault at college campuses. But amid the intense criticism directed toward DeVos, one lawsuit out of Amherst demonstrates just how unfairly the Obama policies can operate for students wrongly accused of sexual misconduct. [Campus sexual assault policies are unfair to the accused. This case shows how.](#)

Over the past 6 years, more students who believe they were falsely accused of sexual assault have sued colleges. And even though those students seldom win in the courts, the costs for colleges to fend them off are adding up. [Lawsuits From Students Accused of Sex Assault Cost Many Colleges More Than \\$200,000](#)

## **ERM EVENTS and MEETINGS ATTENDED BY IU STAFF**

Indiana University Enterprise Risk Management Committee (ERMC) meeting - August 17

Central Indiana ERM Roundtable, Hosted by Anthem - August 18

## **NEW ERM RESOURCES**

Roughly 80% or more of financial services institutional respondents said their institution is extremely or very effective at managing traditional risk types, such as liquidity (84%), underwriting/reserving (83%), credit (83%), asset and liability (82%), investment (80%) and market (79%). Newer types of risk present more challenges, and fewer respondents rated their institution highly at managing, for example, business model risk (40%), third-party risk (37%) and data integrity risk (32%). Given the heightened geopolitical uncertainty and change during the period when the survey was conducted, it is notable that the percentage of respondents who considered their institution to be extremely or very effective at managing geopolitical risk was only 28%, a sharp drop from 47% in 2014. [Risk Managers Less Confident About Newer Risks, Cybersecurity: Global Survey](#)

Ten trends have the potential to significantly alter the risk landscape for companies around the world and change how they respond to and manage risk: Cognitive technologies augment human decision-making; Controls become pervasive; Behavioral science informs risk insights; Vigilance and resilience complement prevention as leading practices; Risk transfer broadens in scope and application; Innovation leads, regulation follows; Risk becomes a performance enabler; The networked economy demands collective risk management; Disruption dominates the executive agenda; Reputation risks accelerate and amplify. Organizations that are able to harness these trends may find that they are able to improve their risk resilience and develop

capabilities to manage and respond to risk in ways that create value and achieve higher levels of performance. [The Future of Risk: 10 Trends to Watch](#)

*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 [mb1@iu.edu](mailto:mb1@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!*