

The Risky Academy: Environmental Scan for May 2018

ACADEMIC QUALITY

In drafting a regulatory agenda for the oversight bodies for higher ed, DOE is paying special attention to previously published recommendations that suggest reorienting accreditation toward its original focus of academic quality. [Signals on the Agenda for Accreditation](#)

Universities must regain the public trust or risk losing further support. Containing costs, supporting low- and middle-income students, improving graduation rates, helping students transition to the workplace, and ensuring real commitment to free speech and academic freedom are all needed. It will take real progress for the public to see us as part of the solution rather than part of the problem. [Can Higher Ed Change America's Negative View?](#)

Most colleges accept a majority of their applicants; students cluster in a handful of majors; and enrollment and attainment have risen, but only so much. [3 Takeaways From a Book-Length Federal Report on 'The Condition of Education'](#)

Provocative ideas: new credentials that recognize continuous learning; a subscription fee model instead of tuition; “education stations” that bring services and experiences to students; and worldwide networks of advisers and coaches for life. Predictions: artificial intelligence will play a greater role; the path to graduation will become less linear; the campus experience will still matter; collaborative spaces will be the key for innovation. [This Is What Georgia Tech Thinks College Will Look Like in 2040](#)

1) Education level still matters, and generally more education is better. 2) Education level matters, but program of study and majors matter even more. 3) While field of study is important, it does not control one's financial destiny—there is great variation in earnings within majors. 4) Less education can be worth more. 5) Humanities and liberal arts majors never catch up with the highest earning majors. [Five Rules of the College and Career Game](#)

Choosing a pathway is a concern of incoming and current students, and of graduates. Schools can demonstrate additional value by proactively counseling students about being mindful of their current studies, their postgraduate aspirations, and the nexus between them. [Here's What 400 Students Had to Say About the Biggest Issues on Their Classroom-to-Career Journeys](#)

Bachelor's degree graduates whose first job does not require their degree are significantly likelier to remain underemployed five years later. The rate is higher for women. [Underemployment: Research on the Long-Term Impact on Careers](#)

When majors aren't thriving, you can soup them up or let them go. Both tactics are complicated, and neither carries a guarantee. But, doing nothing is not an option. [Should Colleges Let Ailing Majors Die or Revamp Them?](#)

Online education can boost retention and graduation rates, while saving students time and money. But to be successful, colleges need to develop a variety of delivery models to match students' needs, and make significant investments in things like instructional design and student support services. [What 6 Colleges Learned About Improving Their Online Courses](#)

ADVANCEMENT

The wage gap between women and men is closing. Women on average live four years longer than men and are inheriting money from their parents and their husbands, so their capacity to give can be significant. “In terms of the number of donors, we’re seeing more women giving, and they’re giving more broadly.” [New Era for Women as Donors](#)

AFFILIATED ORGANIZATIONS

Judge Steven Lachman said the state attorney general’s office had presented enough evidence to warrant a total of 35 counts of hazing and more than 30 alcohol-related counts against 11 additional members of a Penn State fraternity. [Judge Orders More Penn State Frat Members to Stand Trial in Hazing Death](#)

AUDIT, COMPLIANCE, & LEGAL

James Hernandez, at the time an elevator foreman at UIC, took money from the owner of Smart Elevators and then referred the school’s elevator service and repair work, worth \$5M, to the company. The company issued checks to Hernandez’s daughter, and Hernandez would forge his daughter’s signature on the back of the checks to deposit them in a bank account he controlled. [Former UIC employee accused of pocketing more than \\$200K in bribery scheme](#)

The animal rights activist group PETA is suing Texas A&M President Michael Young, alleging the university blocked the group on Facebook and calling the move a violation of the First Amendment. The EFF, which filed the lawsuit on behalf of PETA, said it believes Texas A&M has deleted or blocked comments PETA tried to post to the university’s Facebook page. [PETA sues Texas A&M president, says university blocked them on Facebook over dog research comments](#)

DIVERSITY & INCLUSION

College graduates born poor earned on average only slightly more than high school graduates born middle class. Over time, even this small “degree bonus” ebbed away, at least for men. By middle age, male college graduates raised in poverty were earning less than non-degree holders born into the middle class. Individuals from poorer backgrounds may be encountering a glass ceiling that even a bachelor’s degree does not break. [College May Not Be Worth It Anymore](#)

While a college degree does not eliminate inequality, it still pays off for people from low-income backgrounds. For some especially disadvantaged groups within a low-income background, the payoff can be even greater than for those from higher-income backgrounds. For the poorest within the low-income group—those who grew up below the poverty line—the percentage boost to lifetime earnings from a four-year college degree is 179%. Among African-Americans from low-income backgrounds, the return is 173%. [College Does Help the Poor; Yes, College Is ‘Worth It,’ One Researcher Says. It’s Just Worth More if You’re Rich.](#)

The arrangement works well for those whose high schools provided strong preparation or who are comfortable asking professors for help when they need it—traits that have as much to do with privilege as anything else. Students without those advantages, though, can flounder—not because they can’t do the work, but because no one has taught them how to navigate the system. [Traditional Teaching May Deepen Inequality. Can a Different Approach Fix It?](#)

Based on in-depth interviews with Latino college graduates from six cities, while the Latino community understands the importance and impact of higher ed, they must navigate an educational system that still does not fully serve the needs of its students. [It Made the Sacrifices Worth It: The Latino Experience in Higher Education](#)

A white Yale student called the campus police upon finding a black graduate student taking a nap in the student's dormitory common room. The police came and the black student needed to get her identification card to show that she belonged in the building. The encounter is posted on social media, sparking outrage about racial profiling. [A White Student Called the Police on a Black Student Who Was Napping. Yale Says It's 'Deeply Troubled.'](#); [A black Yale graduate student took a nap in her dorm's common room. So a white student called police;](#) [Yale Police Called on Black Student Taking a Nap](#)

The mother of a prospective student on a tour of Colorado State called 911 for the campus police and reported she was concerned about "two young men that joined our tour who weren't part of the tour." She said the young men "really stand out," they didn't answer questions about their names or intended fields of study, and their clothing had "weird symbolism." Campus police responded and took the two men aside, removing them from the tour. [The Admissions Tour That Went Horribly Wrong;](#) [University administrators address campus tour incident;](#) [Colorado State University investigates after two Native American men are pulled off tour after nervous parent calls cops](#)

ENROLLMENT

In spring 2018, overall postsecondary enrollments decreased 1.3% from the previous spring. Enrollments decreased among 4-year public institutions by -0.2%. [Current Term Enrollment Estimates – Spring 2018;](#) [Enrollment Declines Steepest in Midwest and Northeast;](#) [Latest Data on Enrollment Declines](#)

The raw number of students graduating high school in Michigan has shrunk and will continue to dip, because of a combination of decreasing population in Michigan and fewer births in the state. "The impact across Michigan higher ed from this decrease in high school graduates is staggering." [Falling credit hours at state universities lead to uncertain futures](#)

Students considered "nontraditional" have found themselves next to the more commonly conjured image of a college student. Over the last 4 years, however, the share of nontraditional students has begun to fall. [By the Numbers: Trends in Nontraditional Student Enrollment](#)

The online university has set up a new component, WGU Advancement, for work-force development, and will raise money for scholarships from outside sources. [Here's How Western Governors U. Aims to Enroll a Million Students](#)

Retention and completion rates not only drive rankings such as U.S. News & World Report and the government's College Scorecard but also impact institutional bond ratings and other indicators of school reputation and stability. As a result, while admission officers still manage the flow of students into college, they are increasingly charged with standing guard at the exit, preventing attrition. [College Admissions Counselors: From Gatekeepers To Caseworkers](#)

On average, nearly 1 in 5 students who leave college without a degree completed 75% or more of the credit threshold for a degree before leaving. And 1 in 10 dropouts reached at least 90% of the credit threshold. Focusing on providing targeted, intensive support to these students can create significant near-term wins on completion. [Community Insights: Emerging Benchmarks & Student Success Trends From Across The Civitas](#)

While 86% of incoming freshmen said they were confident they'd graduate in 4 years, only 41% at public and 61% at private 4-year universities actually do. [Embattled colleges focus on an obvious fix: helping students graduate on time](#)

FACULTY RECRUITMENT & RETENTION

Ending years of “especially conservative” hiring and a declining staff caused by state budget turmoil, the U of Illinois system will hire hundreds of faculty members over the next 5 years. [After Years of State Budget Woes, the U. of Illinois Will Hire Hundreds of Faculty Members](#)

As academics, we know very well the importance of new ideas are to educational strength. And the only way to generate them, for most departments, is through the timely succession of faculty. Ultimately, faculty retirement is not just about you—or me. It’s about the continued health and vibrancy of the department and the institution that have given us so much over our careers. [A Professor’s Last Crucial Decision: When to Retire](#)

FINANCE

Michigan State agreed to pay \$500M to more than 300 victims of sexual abuse by Larry Nassar, a sum that is among the largest for victims of abuse and leaves unclear the future financial path for one of the nation’s top public universities. The settlement dwarfs the more than \$100M issued by Penn State to settle civil claims in the Sandusky case. [Michigan State to Pay Victims of Larry Nassar Abuse \\$500 Million](#); [Michigan State’s \\$500 Million for Nassar Victims Dwarfs Other Settlements](#)

A suspect, or ring of suspects, was able to hijack the school email account of Northwest U’s chief financial officer, causing the loss of nearly \$60,000. The thieves secretly monitored Jordan’s emails and, when a legitimate payment was due to a school vendor, the hackers re-routed the money. [Email account of Northwest University’s CFO hacked; school out nearly \\$60,000](#)

Kevin O’Donnell faces 12 felony charges and 2 misdemeanors for allegedly stealing \$113,890 while he was a purchasing manager for the Division of University Housing. He wrote checks meant to look like housing refunds for students that he would mail to his office. He would then forge the students’ signatures, sign the checks with “pay to the order of Kevin O’Donnell” and cash them. [Former UW-Madison employee accused of stealing nearly \\$114,000 from university](#)

Three decades of spending cuts by states have left public colleges with nearly 25% declines in state funding per student. What happened to the money? Most of it went to Medicaid. A \$1 increase in per capita public-welfare spending was associated with a \$2.44 decrease in per-student higher ed funding. [Why Are States Spending Less on Higher-Ed? Medicaid and Lazy Rivers Could Be to Blame](#)

GLOBAL & INTERNATIONAL

People in the U.S. with F, J and M visas face tougher rules if they overstay. Under the old rules, the government begins counting the days someone is in the country without authorization when the violation is discovered. Under the new rules, the clock would be set back to when the visitor first fell out of compliance. [Trump Administration Seeks to Tighten Student, Exchange Visa Oversight](#); [Trump’s Crackdown on Students Who Overstay Visas Rattles Higher Education](#)

The report shows 1% and 2% gains, respectively, in the number of students from China and India—two countries that together account for nearly half of the total international student population. Notable changes include a 7.5% decline in the number of students from South Korea, and a 17% drop in the number of students from Saudi Arabia, which has scaled back a major government-sponsored scholarship program. The number of students from Europe fell by 1.1%, while the numbers grew from Africa (up 1.4%), Australia and the Pacific Islands (up 3.3%), and South America (up 4.3%, including a 13.1% increase in the number of students from Brazil).

The number of students from elsewhere in North America decreased by 1.7% due to declines in students from Canada and Mexico. [Student Visa Data Show Overall Declines](#)

GOVERNMENT RELATIONS

State leaders must help the public understand why boosting the number of residents who earn college degrees is critical. The public needs to realize that increasingly the U.S. will be competing with the highly educated labor pools of Berlin, Shenzhen, Bangalore, Stockholm, Seoul and Hong Kong. Unfortunately, the U.S. has dropped from first in graduation rates among the OECD countries in 1995 to 19th in 2016. [The Time to Begin Building Tomorrow's Workforce Is Now](#)

Democrats and Republicans both see a need for improvements in higher education. But, they also really like their local colleges and universities. ['Higher Education' Isn't So Popular, Poll Finds, but Local Colleges Get Lots of Love](#)

More diversity among students means higher ed is drawing more deeply on those who have faced economic and academic inequities that reduce their odds of success. Yet taxpayer resources to guide them to completion are diminishing. That's a recipe for widening economic inequality and declining national competitiveness, as kids of color comprise a growing share of the future workforce and tax base. [American Higher Education Hits a Dangerous Milestone](#)

Students and their families need federal higher ed policy that increases access to college, improves affordability, and helps the U.S. maintain its position as the world's most advanced economy. The PROSPER Act falls short of that standard. [Why the PROSPER Act creates big problems for students and their families](#)

INFORMATION INFRASTRUCTURE

Having a large number of customers didn't make a firm a more likely target, but possessing and using sensitive consumer information did. In warding off cybercrime, vigilance at the top pays off: Firms that had a risk management committee to oversee security efforts were much less likely to be hacked than those that had no such group. [The Risks and Costs of Cyber-Attacks](#)

The Alexa data leak can be attributed to the extremely unlikely combination of an over-sensitive listening device and ignored voice prompts. Just as employees have been trained to not respond to phishing emails and to follow privacy regulations in communications, they must be trained about voice assistant risks. [Alexa Mishap Hints at Potential Enterprise Security Risk](#)

Facebook and Google are the first to have a GDPR lawsuit filed against them in cases in Austria, Belgium, France, and Germany. The complaints target the companies' alleged use of "forced consent," breaching rules requiring them to obtain explicit consent from users before processing their personal data. [Silicon Valley giants hit with first complaints on day one of GDPR](#)

More than 301,500 consumers reported cyberfraud and malware attacks, and the overall cost reached \$1.4B in 2017. Fraud stretched from phishing to ransomware, and included tech support fraud and "straightforward extortion." Whaling, which is when businesses are compromised via email, was among the top complaints, causing losses of more than \$675M. [Corporate Fraud On Levels Grand And Small, While Internet Crime Costs \\$1.4B](#)

INTERCOLLEGIATE ATHLETICS

Now comes the U.S. Supreme Court's decision allowing states to legislate the legality of sports betting. That marks a tectonic shift in the foundational plates that hold the NCAA in place. The

decision makes it possible for any quarterback or point guard to legally walk into a state gambling establishment and place a wager on not only their sport but their team. [Good luck, NCAA: Supreme Court's sports betting ruling hands system latest major problem](#); [Sports Betting Ruling Could Have Consequences, Especially For College Athletes](#)

Perhaps the biggest headache the NCAA will face is its impact on the debate over paying elite college athletes. It is essential that NCAA colleges are not seen as profiting from gambling. Yet one of their first reactions after the Supreme Court's decision was to demand a piece of the action from the states. [Why Legalizing Sports Betting Is Good for the NCAA](#)

"To date, the investigative team has received confidential reports from former Ohio State varsity men student-athletes affiliated with cheerleading, fencing, football, gymnastics, ice hockey, swimming, volleyball, and wrestling," the university statement says. [Ohio State Investigates Sexual-Misconduct Allegations Against Doctor Who Worked With at Least 8 Sports Teams](#)

"There is a legal framework that has to be determined, but name, image and likeness—athletes are going to have to be able to benefit from it," she said. "I think everybody can see that. Exactly what that's going to look like, I don't think that we could design it. I don't think that today the NCAA could design it because the legal framework still has to be developed. But when I see policies that are as confused as the NCAA's policies on this, I think, 'Why haven't you gone and looked at this before?' It's really time to come to terms with name, image and likeness." [NCAA rules are 'incomprehensible,' says Condoleezza Rice](#)

MEDICAL & CLINICAL

About 300 people have contacted USC about a campus gynecologist accused of misconduct as administrators began sharing the names of former patients with LAPD for a criminal investigation. [300 patients come forward in USC gynecologist misconduct case as LAPD begins investigation](#); ['Just the Grossest Thing': Women Recall Interactions With U.S.C. Doctor](#)

The program is the most ambitious attempt yet to compile health and behavioral data, as well as genetic sequencing, from a representative sample of the American population. It will collect electronic health records, survey data, and even information from its participants' wearable fitness devices—with the goal of helping scientists better understand how to craft personalized treatments, seen by many as the future of biomedicine. [NIH opens nationwide enrollment for huge precision medicine initiative](#)

Among U.S. medical school graduates who borrowed, those who attended public institutions finished their degrees with nearly \$170,000 on average in student loans. They often seek high-paying specialties to pay off their loans. This is causing a shortage in certain fields, such as primary care, and a scarcity of physicians in rural areas. [What Medical Schools Are Doing to Reduce Student Debt](#)

ORGANIZATION, GOVERNANCE, & PLANNING

Two hundred professors at USC called for the school's president, C.L. Max Nikias, to step down amid a scandal over how the university dealt with sexual-misconduct allegations against a student health center gynecologist. [Hundreds of USC Professors Call for President's Ouster; Nikias Is Standing Firm as Scandals Mount at USC. But This Is What the End of a Presidency Looks Like](#); [USC President Steps Down Over Sexual-Misconduct Scandal Involving Gynecologist](#); [USC president steps down in wake of lawsuits against school, gynecologist](#)

An interim presidency is arguably the best chance that an institution in a crisis has for a fresh start. Yet Engler, ostensibly unburdened by the sins of his predecessors, finds himself crosswise with the very people that the university needs to reassure the most: sexual-assault survivors. [How Did Michigan State's Interim Chief Squander a Chance to Heal?](#)

PHYSICAL INFRASTRUCTURE

The first strategy—“meet students where they are”—distributes faculty offices throughout academic buildings and creates private “huddle spaces” outside classrooms. A second approach is a “third place” that establishes neutral space elsewhere, perhaps in the library, where students can meet professors (who have private offices elsewhere). A third strategy is a layered one that includes diverse spaces, tailored to the work being done—the equivalent of shared office spaces. [Help Your Students Succeed by Building Spaces Where They Can Talk With Professors](#)

Colleges often build for the ages, usually with heavy stone structures that sit in place for decades, if not centuries. Modular construction is a method that can have some advantages in flexibility, sustainability, and cost. [Speed, Convenience, Affordability: Why Modular Construction Is Catching On](#)

PUBLIC SAFETY

The bulletin continued to warn that military success against terror groups abroad could encourage people in the U.S. to plot attacks at home rather than join groups overseas. “Terrorist groups continue to inspire, enable, and direct their followers to spread chaos using homemade weapons and by striking soft targets and crowded places,” [DHS reissues terror threat bulletin](#)

REPUTATION & BRAND

These days, Michigan State is caught in a cycle of perpetual damage control. The sports doctor Larry Nassar sexually abused young women for nearly two decades. More than a dozen people were aware. They didn’t stop it. Prosecutors say Nassar’s boss brushed off complaints. He faces sexual-misconduct allegations of his own. Several top administrators have resigned. The interim president has spent as much time on the attack as he has spent apologizing. The scope of the crisis grows with each passing week, as various outside investigations, including one by the state’s attorney general, delve into how Nassar’s serial abuse went so long unchecked. [How a Transformational President Set Michigan State on a Course to Disaster](#)

“Companies are operating in what I call the ‘see-through economy’—a dizzyingly, fast-paced age of transparency where consumers and investors are empowered by new technologies to impact a company’s reputation.” [Transparency Reshaping the Risk Management Landscape](#)

SPONSORED RESEARCH

The IRB conducted an “insufficient initial review” of Pavuluri’s plans, including not having the research protocol at the time of the review, and then approved an expedited review though it did not have adequate documentation. The IRB also failed “to request the rationale for the change in age range” during the review of an amendment that lowered the age of eligible participants to 10 years old. Nor did it identify omissions in consent forms provided to research subjects or their parents, including that lithium is not FDA-approved for children under 12. The forms also did not disclose alternative courses of treatment. [U. of Illinois at Chicago Officials Defend Handling of Researcher’s Misconduct](#)

Seventy-one percent of Americans believe research universities are a “major force” in driving innovation, considerably more than the number who said that of large corporations, startup

businesses, or government. That suggests a growing need for universities to provide leadership through field-defining research and applying new knowledge to benefit society. [Most Americans look to research universities for innovation leadership, finds Polsky Center](#)

The White House is discussing whether to limit the access of Chinese citizens to the U.S., including restricting certain types of visas available to them and greatly expanding rules pertaining to Chinese researchers who work on projects with military or intelligence value at American companies and universities. [White House Considers Restricting Chinese Researchers Over Espionage Fears; It Just Got Harder for Chinese People to Secure U.S. Visas](#)

“All of this positions Facebook as even more of an information broker, even more of a gatekeeper. That’s something we find very problematic because a lot of the issues that researchers tend to recognize may not be recognized as issues by Facebook.” [Why Internet Scholars Are Calling Out Facebook for Restricting Access to Its Data](#)

Idaho State has been fined after it lost track of a small amount of plutonium 239, a substance used to make nuclear weapons. Although ISU believes the tiny speck of plutonium was transferred to a licensed disposal facility, there are no records to prove that it was. [University fined for lost plutonium](#)

STUDENT EXPERIENCE

Depression diagnoses were found to be rising in every demographic, but the uptick has been especially dramatic among young people. Since 2013, rates have spiked by 47% among Millennials, by 65% among adolescent girls and by 47% among adolescent boys. Women of any age are also more likely than men to be diagnosed with clinical depression. [Depression Has Spiked By 33% In the Last Five Years, a New Report Says](#)

Proactive outreach and education, and stocking naloxone in public spaces—just like fire extinguishers and AEDs—is the way to save students’ lives. [Colleges train to reverse opioid overdoses](#)

The judges said that universities must respond when they have “actual knowledge of a student’s suicide attempt that occurred while enrolled at the university or recently before matriculation.” They must also take action if they know about “a student’s stated plans or intentions to commit suicide.” Taking action could mean initiating a suicide-prevention protocol, if one exists. It could also mean alerting officials who are “empowered to assist the student” or, if the student refuses care, notifying the student’s emergency contact. [Court Gives Guidance on Colleges’ Responsibility to Prevent Suicide; Mass. high court rules colleges have legal duty to prevent students from committing suicide; The Duty to Prevent Suicide; M.I.T. Is Not Responsible for Student’s Suicide, Court Rules](#)

Suicide is the second-leading cause of death, after accidents, for college-age adults in the U.S. The number of college students seeking treatment for anxiety and depression has risen sharply over the past few years, and schools have stepped up their efforts in mental health research and intervention. Even so, families have continued to put pressure on them to take greater responsibility for students’ well-being. [His College Knew of His Despair. His Parents Didn’t. Until It Was Too Late.](#)

If a student group wants to provoke a frenzy with an event at UC-Berkeley, it soon may have to tell the administration why, and provide one volunteer monitor for every 50 people expected to attend. [After Spending Millions on Security for Provocative Speakers, Here’s How Berkeley Is Trying to Avoid a Repeat](#)

ERM EVENTS and MEETINGS ATTENDED BY IU STAFF

Central Indiana ERM Roundtable, hosted by KAR Auction Services, May 18

NEW ERM RESOURCES

Company boards have a responsibility to monitor risks, including exposures related to cyber threats and disruptive innovations. Members should have open conversations about evolving risks every day, and executives need to be clear about why changes are needed and encourage knowledge sharing. Effective communication will help to adjust business models focused on values that lead to better outcomes. Board members also need to ask the right questions around enterprise risk management policies and ensure that an accountability dashboard is in place. In a recent poll, the No. 1 risk cited for 2018 by 22% of respondents was the rapid speed of disruptive technologies, followed by 20% who said their corporate culture was resistant to change, another 20% who cited cyber threats, and 11% who cited regulatory changes. Boards should create a way for staff to regularly report cyber issues to the board, but boards need to educate themselves about risks and monitor them regularly. The use of machine learning will have a profound impact on both workforces and organizational efficiencies with better customer insights through the leveraging of data. Boards should be asking about the data their organizations own, what can be done with it, and understand its value. Boards need to not just look back, ensuring a level of satisfaction with the quality of the information they are obtaining, but they need to look forward as well. [Is Your Board Effectively Managing Risk?](#)

Some experts suggest that risks can be used to fuel innovation, and by integrating risk management into their core operations, firms are more likely to achieve their goals and objectives, even when they encounter obstacles. In the accounting and finance profession specifically, understanding and managing risk is a key to successfully diverting a company from failure to success. Enterprise risk management can ensure that firms are able to identify, assess, and prepare for any risks that may interfere with a company's goals and objectives. ERM must anticipate and interpret disruption, rethink strategy, and innovate business models. However, the report cautions that scenario planning cannot forecast the future, but it can enable managers to consider the impact of decisions both in the short term and long term, as well as reveal newer scenarios that can arise, therefore giving early warning indicators of further factors to consider. This knowledge can provide firms with a competitive edge. [Enterprise risk management: Riding the wave of disruption](#)

Bonnie Hancock, Executive Director of the ERM Initiative at NC State University interviews Frank Fronzo, Vice President, Assistant Treasurer and Corporate Risk Officer at Estee Lauder about how his organization assigns risk owners. Frank starts by describing the way that his organization categorizes risks and the designation of a risk as a "critical corporate risk" which would require the assignment of a risk owner. He goes on to describe why it is important to name a primary risk owner and the importance of choosing an owner at the right level of the organization. He then describes the responsibilities of a risk owner including interactions with the company's corporate risk committee and subcommittees and periodic reporting to the C-Suite and Board of Directors. Frank also offers his advice on facilitating an effective ERM process. [Assigning Risk Owners](#)

This monthly publication is being sent to all IU Risk Owners and others participating or interested in the IU Enterprise Risk Management (ERM) program 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 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!