

The Risky Academy: Environmental Scan for June 2018

ACADEMIC QUALITY

Why did Oxford and similar institutions appear in the 1200s and endure for 8 centuries? They must possess something of lasting value to survive through so many dramatic changes in society. What does the 13th century have to teach us in the 21st century? [The Idea of the University Today](#)

The “Gathering Storm Report” concluded the top two priorities for America to remain competitive in the global marketplace were to strengthen education and to double our investment in basic research. So what has happened in the decade since our study? Our recommendations have been followed quite faithfully ... but by America’s principal economic competitors. [Opinion: Higher Education in America Finds Itself on a Slippery Slope](#)

The Quality Assurance Commons offers a new approach, helping institutions design programs of study to ensure better outcomes for more students—and certifying programs that are well designed and have successful track records in attending to issues of employability of their graduates. [Defining and Delivering on Quality in Higher Education](#)

The research—particularly the evidence on gender bias—persuaded the provost to end the use of course evaluations as a direct measure of teaching effectiveness. Students provide feedback in a new tool that asks them to weigh in on the learning experience more than on the instructor. Their feedback will no longer serve as the main mechanism for evaluating teaching. Instead, it will help individual instructors improve, and help their schools observe larger patterns. [A University Overhauled Its Course Evaluation to Get Better Feedback. Here’s What Changed.](#)

They want to conduct more of their course activities on their mobile phones or tablets, and they’d like better career-planning services. Their biggest regrets? They all relate to not having done enough research about the college and what it would cost before they enrolled. [What Do Online Students Want? 3 Findings From a New Survey Offer Some Clues](#)

Almost a third of college students took at least one class online in 2016, up from 26% in 2012. Among this group of students, 14.9% are fully online, while 16.7% take a combination of online and face-to-face courses. [A third of college students take a class online](#)

Analyzing exam scores, non-exam assessments, and final course grades from 1,836 students, the researchers found smaller class sizes in science fields effectively closed the performance gap for women. [Class Size Matters](#)

As the only Advanced Generalist MSW in Indiana, it will prepare social workers to solve complex problems through coursework, simulations, case studies, immersive experiences with real clients, and mentoring. A special emphasis will be on rural communities, where social workers need to be innovative and have a diverse skill set. [Ball State Adds Social Work Master’s](#)

ADVANCEMENT

A former pension manager barred by the SEC helped convince his former colleague—who oversees the U of Michigan’s endowment—to pour nearly \$100M into funds he represented. The entanglement with the unregistered broker is seen by critics as a lack of sufficient oversight and

robust due diligence to avoid conflicts of interest at one of the nation's largest college endowments. [How a down-and-out broker got University of Michigan to invest \\$95M](#)

AFFILIATED ORGANIZATIONS

Now is the time for culture change. And we, the community—from university administrators, to parents, to the national organizations—must galvanize together and set the expectations of what will and will not be tolerated. [National action needed for sustained change in fraternity and sorority life](#); [Colleges and State Laws Are Clamping Down on Fraternities](#)

The new rules include restrictions on pledge periods—reducing them from 8 weeks to 4 weeks. Students will participate in regular hazing prevention workshops and oversight boards will monitor for hazing. [WVU releases strategic plan for future of Greek Life](#)

AUDIT, COMPLIANCE, & LEGAL

“We have to think very seriously about how we think about the voices and how we hear them, the processes that are very bureaucratic and done for lots of reasons, including legal reasons, that may have accumulated into the wrong, unintended consequences.” [The Barrier to Rooting Out Nassar's Crimes? Michigan State's Ex-President Faults University Bureaucracy](#)

Campus general counsels, especially at public universities, are still on edge after a chaotic 2017 filled with high-profile protests and tensions surrounding visits by speakers who espouse views that are either hateful or offensive or are perceived that way. [Campus Lawyers' Deepest Fear: the Protest or Tweet That Spins Into a Free-Speech Crisis](#)

DIVERSITY & INCLUSION

Economics professor and American Enterprise Institute scholar Mark J. Perry calculated that the annual salaries of the 93 “diversicrats” total \$8.4M, and the number tops \$11M when factoring in fringe benefits. “...100 people dedicated to racial and ethnic diversity? It's shocking to me.” [Report: University of Michigan Paying \\$8.4M Annually for Nearly 100 Diversity Staffers](#)

ENGAGEMENT & ECONOMIC DEVELOPMENT

MedWhat alleges that Stanford and their venture capital fund is full of conflict of interests with university members and other Silicon Valley venture capitalists, with unethical behavior, lying, and fraud. [Stanford University, Stanford-StartX Fund Sued By MedWhat For Fraud](#)

Most of the national dialogue about our universities is focused today on a single metric: the return on investment of an increasingly expensive undergraduate degree. Though this is an important conversation, it has distracted attention from the university research mission, which is as important to our future as it has ever been. [A new bond between the public and universities could brighten America's future](#)

ENROLLMENT

Asian-Americans scored higher than applicants of any other group on admissions measures like test scores, grades, and extracurricular activities, according to the analysis commissioned by a group that opposes all race-based admissions criteria. But the students' personal ratings significantly dragged down their chances of being admitted, the analysis found. [Harvard Rated Asian-American Applicants Lower on Personality Traits, Suit Says](#); [Harvard goes on attack to defend its admissions policies](#); [Smoking Gun on Anti-Asian Bias at Harvard?](#)

Why is the dip in enrollment such a big deal? The business model is dependent on enrollment. If enrollments decline, revenues decline, and colleges have less money for facilities, faculty, and programs. That creates a sort of death spiral in which colleges are getting rid of programs, which in turn makes it harder to attract students, and so on. [Here's How Higher Education Dies](#)

The same company that's suing the sponsor of one admissions form (the Common Application) is powering a competing group's admissions form (the Coalition for Access, Affordability, and Success). About 100 colleges belong to both groups. Oh, it's awkward. [How Admissions Competition Brought New Rivalries, Strange Bedfellows, and 'An Us-Versus-Us Lawsuit'](#)

FACULTY RECRUITMENT & RETENTION

Fifty-eight percent of women in academia have been sexually harassed, making academia second only to the military in terms of rates of sexual harassment. STEM fields are the worst, the National Academies of Sciences, Engineering and Medicine (NASEM) report finds. [Sexual harassment at universities must stop, report says; Consensus Study Report Highlights](#)

"There is no evidence to suggest that current policies, procedures, and approaches have resulted in a significant reduction in sexual harassment," said NASEM. It offers 15 recommendations, some of which would upend long-entrenched practices in academia. [How Universities Deal With Sexual Harassment Needs Sweeping Change, Panel Says; A Major Scientific Society Says Harassment Derails Women's Careers. Critics Say the Group Hasn't Done Enough.](#)

The Berkeley, Davis, and Los Angeles campuses failed to consistently discipline faculty who were accused of sexual misconduct, according to a new state audit. The campuses also took more time to discipline faculty on the Academic Senate, compared with staff. [Three UC campuses did not consistently discipline faculty accused of sexual misconduct, state auditor finds](#)

One enabler of these abuses is the firewall between personnel actions and investigations and findings of sexual harassment, violence, and assault. As a result, faculty are retained and even promoted despite disturbing patterns of behavior, and known harassers can move to a new institution. [How Colleges and Organizations Can Stop the Cycle of Faculty Sexual Abuse](#)

1) Ensure female colleagues feel heard. 2) Introduce yourself to them. 3) Introduce female colleagues to others. 4) Advocate for them. 5) Help female job candidates avoid sticky situations. 6) Set a positive example. [6 strategies for supporting female colleagues in the #metoo era; Why Male Mentors in the #MeToo Era Must 'Engage More, Not Run for the Hills'](#)

Lawmakers or governing boards have altered what tenure means at public institutions in Wisconsin, Arkansas, and Kentucky. Top administrators have supported tougher post-tenure review policies, like the one approved in Tennessee. Tenure is already something that most of the professoriate can't count on; only about 30% of professors are employed with tenure or are on track to earn it. [Frustrated Faculty Struggle to Defend Tenure Before It's Too Late](#)

FINANCE

Most financial aid award letters use obscure terminology, omit vital information, or present financial calculations that appear deliberately deceptive. Letters highlighted grants and scholarships as a way of convincing students to enroll, but without listing tuition or explaining how much money students would owe. [Financial Games Colleges Play](#)

Any risk-sharing government policies that seek to punish institutions for negative student outcomes, rather than incentivize increased success, would offer an additional disincentive to take on low-income or at-risk students, widening the access gap. [Report: Institutions sharing risk by admitting at-risk students](#)

There are several Black Swan risks—risks that have a low probability and high impact—that senior-level financial executives will face in the near term: Securing key talent; Trade disputes pushing up the cost of “key inputs”; Inflation; Increased government and consumer debt; Recession. [Leaders Know Black Swans Are Coming, They Are Just Not Getting Ready](#)

GLOBAL & INTERNATIONAL

In a 5-to-4 vote, the court’s conservatives said that the president’s power to secure the country’s borders, delegated by Congress over decades of immigration lawmaking, was not undermined by Mr. Trump’s history of incendiary statements about the dangers he said Muslims pose to the United States. [Trump’s Travel Ban Is Upheld by Supreme Court](#); [In Upholding Trump’s Travel Ban, Supreme Court Ratifies Worldview That Worries Colleges](#); [Supreme Court Upholds Trump’s Travel Ban](#); [Supreme Court Upholds Trump Travel Ban](#)

This year, the Senate rejected a series of immigration measures, and last week, the House rejected a hard-line immigration bill favored by conservatives in that chamber. For their part, Democrats have offered their support for legislation to provide Dreamers with a path to citizenship while beefing up border security. But they have been unwilling to support legislation that fulfills Mr. Trump’s wider demands on immigration, including making cuts to legal immigration. [House Rejects Immigration Overhaul Despite Trump’s Late Plea](#)

GOVERNMENT RELATIONS

Higher ed programs would fall under a new office called “American Workforce and Higher Education Administration,” which would be “charged with ensuring that American workers possess the skills necessary to succeed in the workforce.” [White House Proposes Merging Education And Labor Departments](#); [Trump Wants to Drastically Alter the Education Dept. Here’s What You Need to Know](#); [White House to Propose Merging Education, Labor Departments](#); [Education unfits us for slavery; we need to protect the Department of Education](#)

Could it be that the last chance for this Congress to draft a new Higher Education Act just died because two senators can’t resolve a middle-school-style disagreement over who owed whom a call back? [An Update of the Federal Law Governing Higher Ed Appears Dead. Now There’s a Fight Over Who Killed It.](#)

“What we don’t always do as well as we need to is share the stories and the impact. And find ways to very transparently communicate how we’re using the dollars, and that we’re willing to be accountable for our outcomes.” [Why College Leaders and Lawmakers Misunderstand Each Other, According to Someone Who’s Been Both](#)

HUMAN RESOURCES

Public universities and labor experts now grapple with figuring out the impact of the Supreme Court’s ruling that public-sector employees cannot be required to pay union dues even if they benefit from collective bargaining, effectively turning the entire American public sector into “right to work” status. [Supreme Court’s Ruling Against Public Unions Leaves Murky Outlook for Academic Labor](#); [Supreme Court Deals Blow to Unions by Rejecting Mandatory Fees](#); [Supreme Court Rules Against Public-Sector Unions](#)

INFORMATION INFRASTRUCTURE

Presidents, CFOs, and CIOs want to use data analytics to improve learning outcomes. Provosts prioritize student retention and degree completion. And CTOs value using data to improve operational efficiency. Another issue is the unwillingness of departments to share data with the rest of the institution. [University Leaders Disagree on How to Use Data Analytics, Survey Finds](#)

Here is a wide-ranging, unabashedly honest conversation about why Silicon Valley tech companies aren't diverse—and how to fix them. [The Pipeline](#)

Large organizations fared the worst in terms of the overall number of high-risk vulnerabilities exposed to attackers, and medium organizations fared the best. Small enterprises may be too unsophisticated or underfunded, while larger ones with a large volume of cybersecurity funds have such diverse IT operations that security teams struggle to keep up even with the deep pockets at their disposal. [Midsized Organizations More Secure Than Large Ones](#)

A survey of around 1,130 C-suite executives found 63% expect their board in the next year to ask for more data about the effectiveness of cybersecurity programs, while 57% expect increased regulatory oversight. The survey found 17% of executives expressed high confidence in their cyber program. [Survey Roundup: Boards Want More Cyber-Effectiveness Data](#)

A quarter of employees reuse the same password for all of their accounts, and 81% who reuse the same credentials do not protect their smartphone or desktop computer with a password. The survey also found that 23% of employees frequently click on potentially malicious links before verifying them in any way. [Poor Password Practices Put Corporate Cybersecurity at Risk](#)

“I think that the most horrifying cybersecurity attack is going to have its own name and I think it's going to involve something more terrifying than we've thought of yet.” [The next 9/11 will be a cyberattack, security expert warns](#)

The California Consumer Privacy Act reflects some parts of the EU General Data Protection Regulation. The law could be mirrored in other states, bringing GDPR to the U.S. [California may lead the way on GDPR-like regulations in the US; Sweeping California consumer privacy bill approved by Jerry Brown; Businesses Blast California's New Data-Privacy Law](#)

INTERCOLLEGIATE ATHLETICS

Allegations of sexual abuse carried out over decades by team physicians at Michigan State and Ohio State are causing some schools to explore whether more oversight is needed for figures in such powerful positions. [College sports doctors under new scrutiny amid scandals](#)

Public university systems with schools in the nation's 5 major athletic conferences paid out more than \$10.5M in settlements related to sexual-harassment claims in 2016 and '17. Most were with people who claimed the universities didn't properly respond to accusations of misconduct or didn't hand down appropriate punishment once policy violations were determined. Those accused of wrongdoing have also taken issue with the investigations or their outcomes. [Schools Pay Millions in Sexual-Harassment Settlements](#)

Nine current and former U of Minnesota football players are suing the school, claiming they were subjected to racial and gender discrimination during and after an investigation into an alleged sexual assault of a female student in 2016. [Football Players Sue University of Minnesota Over Sexual-Assault Investigation](#)

Two women who say they were victimized by athletes posted their accounts online. Both athletes, a swimmer and a football player, were initially suspended but later allowed to rejoin their teams. [Irate at Texas A&M's Handling of Sexual-Abuse Cases, 2 Women Ignite a Blaze on Social Media](#); [At Texas A&M, a renewed dispute over the university's response to sexual assault](#)

The judge who made national headlines when he sentenced a former Stanford athlete to six months in prison for sexually assaulting and trying to rape a woman, was recalled by California voters. [Judge Aaron Persky, who ruled in sex assault case, recalled in Santa Clara County](#)

MEDICAL & CLINICAL

The increased use of information technology security systems by hospitals did not equal fewer breaches, contrary to predictions. “Those hospitals that symbolically, as opposed to substantively, adopt practices are not effective in using IT security to thwart breaches. We also found that it takes time for hospitals to realize the benefits of substantive adoption.” [Greater IT security does not equal fewer cyberattacks for hospitals, study shows](#)

ORGANIZATION, GOVERNANCE, & PLANNING

The U of Wisconsin System’s plan to merge its 13 2-year campuses with 7 of its 4-year colleges received approval from its accreditation agency, in what will be the system’s biggest shift since its inception in 1971. [UW System merger approved. Here’s when the official transfer takes place](#)

Two trustees made a unilateral move to put the Southern Illinois U system president on leave. Now trustees are divided and it’s anyone’s guess what will happen next. [In Illinois, a Leadership Brouhaha Rocks a University System Laced With Divisions](#); [A Coarse Email and a Likely Ouster](#)

Graham Spanier, former president of Penn State, lost an appeal to overturn his misdemeanor conviction for endangering the welfare of a child. Spanier, a once-celebrated leader in higher ed, could spend up to 12 months in prison with two years of probation. [Spanier Loses Appeal](#)

PUBLIC SAFETY

In the weeks and months before an attack, many active shooters engage in behaviors that may signal impending violence. While some behaviors are intentionally concealed, others are observable and—if recognized and reported—may lead to a disruption prior to an attack. [A Study Of The Pre-Attack Behaviors Of Active Shooters In The United States Between 2000 And 2013](#)

REPUTATION & BRAND

“I think public higher ed has lost its way. If you don’t remember who your biggest donor is, and your biggest constituent is—it’s not just those who come to the football games and sit in the suite, it’s those people who pay their tax money every year to do things to underwrite this institution. And we’ve got to listen to them.” [Mizzou’s Freshman Class Shrank by a Third Over 2 Years. Here’s How It’s Trying to Turn That Around.](#)

Google Search will elevate certain statistics about 4-year colleges. To get those stats, Google will draw from two favorite data troves of higher ed researchers: the College Scorecard and the Education Department’s Integrated Postsecondary Education Data System. [Google Wants to Play a Bigger Role in Your College Search. Here’s What You Need to Know.](#); [Google updated the entire search experience for prospective students](#)

No one is judged by what caused the crisis, but rather how they respond. USC's board and former president tried to hide the ball and now they are experiencing the high cost of low trust. In the case of USC, the public views the crisis in the context of similar allegations against a physician at Michigan State, which resulted in the resignation of its president earlier this year, as well as improper behavior by the dean of USC's medical school involving drug and alcohol abuse. [Crisis of the Week: Gynecologist's Actions Bring Down USC's President](#)

SPONSORED RESEARCH

Foreign agents are targeting research at American academic institutions. Without stifling academic freedom, academic institutions must take steps to guard against thefts of sensitive information. Unfortunately, many institutional leaders have been reluctant to acknowledge real-world threats and unwilling to take needed actions to protect researchers' work, universities' scientific assets and taxpayers' dollars. [Scholars or Spies?](#)

STUDENT EXPERIENCE

New survey data challenge perceptions about first-generation college students, showing strong academic engagement and commitment to college. But the group lagged behind their peers in social comfort and resiliency. [First-Generation College Students More Engaged Than Peers](#)

A lawsuit is challenging the constitutionality of the school's "Bias Response Team" and policies that allegedly chill campus speech. The Justice department said the university's "failure to bind itself to controlling definitions" of terms like "bullying" and "harassment" had given university officials "an unrestricted delegation of power" over what can and cannot be said on campus. [University of Michigan pushes back against free speech lawsuit](#)

The university will no longer require student groups to pay security fees when they invite guest speakers. [U. of Washington Settles Campus Republicans' Free-Speech Lawsuit for \\$127,000](#)

The operators of luxury dorms in Texas and Oklahoma are finding it difficult to attract students willing to pay the high rents. [Luxury Dorms Are Struggling to Fill Beds](#)

NEW ERM RESOURCES

COSO released its updated ERM framework in 2017 to create a tighter link between an entity's approach to ERM and its strategy and performance objectives. Now COSO has published a "compendium of examples" to give companies more insight into how to go about ERM with strategy and performance top of mind. [COSO publishes ERM examples to show case studies](#)

The Risk & Insurance Management Society (RIMS) published a report, "Wakeup Call: 10 Years After," examining enterprise risk management (ERM) 10 years after the financial crisis. The report identifies challenges for risk professionals to create and protect value and offers recommendations for integrating ERM within today's business environment. RIMS cautions that another financial crisis could occur if firms grow complacent about ERM. Carol Fox, RIMS vice president of strategic initiatives, says, "The evidence shows that risk management has evolved from a promising but somewhat perfunctory exercise into a strategic management competency. Even so, given increasingly uncertain times, risk management professionals would be unwise to declare victory or become complacent." The report also offers an overview of changes to the regulatory landscape, rating agency actions, as well as studies and literature, to better understand the risk management issues important to firms and how they relate to ERM. [Don't get lazy on ERM. RIMS warns](#)

Michael Useem, management professor and director of the Center for Leadership and Change Management, says “Risk—we’ve got to be analytical and disciplined, and it’s often technical. Leadership—it’s all about having a vision and setting a strategy. But we concluded, after talking with quite a few people and companies’ directors, executives, and senior managers, that the time has come for the conjoining of these two terms. Many companies now are self-conscious about appraising risk, measuring risk, managing risk, and ensuring the company is ready to lead through a tough moment the risk has caused.” Risk management has garnered greater attention because of the 2001 terrorism attacks, major hurricanes, the financial recession beginning in 2008, and the 2011 tsunami in Japan. Those events forced leaders to put risk on their agendas and to think about the long term, says Howard Kunreuther, professor of operations, information, and decisions as well as co-director of the Risk Management and Decision Processes Center. Useem notes that boards increasingly are pushing managers to assess risk tolerance and review the metrics of that. Both say companies need to assess low probability events, particularly in terms of a worst-case scenario. Kunreuther adds, “Appreciate global interconnectedness and interdependencies. That point really became clear with Fukushima and with the Thailand floods.” Other unexpected, low-probability events that should be assessed include the death of a CEO and kidnappings. Strong risk management programs, says Useem, can be like insurance. “The best insurance is the one that never pays off because the disaster has not happened. The best risk management system is the one that’s not invoked,” he says. [Betting on Disaster: Why Risk Management Is a Leadership Issue](#)

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 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!