

The Risky Academy: Environmental Scan for October 2018

ACADEMIC QUALITY

Reuters identified institutions throughout the world with the most articles in scholarly journals from 2011-2016 and cross-referenced the number of patents filed by each institution during the same time. Other criteria: how often patents cited research papers and the percentage of articles that featured an industry co-author. Purdue is number 50 on the list, followed by IU at 54. Both fell from their rankings the previous year at numbers 32 and 27. [Purdue, IU Among 'Most Innovative Universities'](#); [Reuters Top 100: The World's Most Innovative Universities – 2018](#)

If you are a student or parent evaluating potential colleges, you probably care about student learning, well-being, job satisfaction, and future income. If you care about those factors, the *U.S. News & World Report* rankings will not steer you well. [To Find the Best Fit, Ignore the Rankings](#)

The DoE updated its College Scorecard to remove data that allowed students to see how schools compared to the national median in areas such as graduation rates and earnings outcomes for graduates. The comparisons were removed because they are potentially misleading to students, due to median results being calculated for all institutions regardless of program type, selectivity, or student populations served. [College Scorecard Drops National Comparison Data](#)

The DoE is planning to add a lot more data to its College Scorecard, including wages and debt at the program level, and information on graduate and professional degree programs. [Change is on the way for the College Scorecard](#)

Gallup finds 48% of adults expressing “a great deal” or “quite a lot” of confidence in higher ed this year, down from 57% in 2015. The decline is most evident among Republicans, whose confidence level fell by 17 percentage points, but Democrats and independents are also less confident now. However, only the military (74%), small business (67%), and the police (54%) engender more confidence than higher ed. [Confidence in Higher Education Down Since 2015; Falling Confidence in Higher Ed](#); [Of Course Public Confidence In Higher Education Is Down](#)

Yet ask people about their hometown college, and their tune changes: 4 in 5 have a positive view of the higher ed institution near them, regardless of demographics. Those without degrees still like their local colleges, and those with degrees like the local colleges more. Women and men, millennials, baby boomers, and retirees, city dwellers and rural residents—all feel favorably. Even the conservative/liberal split is not particularly pronounced when it comes to the college down the street. [Inside One City's Love-Hate Relationship With Higher Ed](#)

There are many “futures” or models for public higher ed in the U.S. that balance change with the preservation of the ineffable qualities that make higher ed more than just a place to learn a trade. All of these prescriptions are plausible and attainable, but not without considerable introspection and change. [The future\(s\) of public higher education](#)

Essentially, we have put a “pay to play” barrier on the path to good jobs—and we have put the certification of prospective employees in the hands of colleges, organizations often distant from employers. But once the pressure to hire and promote high-performing employees becomes urgent, and once students and prospective employees discover other ways to demonstrate their skills, the college-to-career landscape will change radically. [What the Degree Really Means](#)

More 4-year colleges are working to help first-generation college students succeed, yet only 27% graduate within 4 years. Real progress requires institutional shifts, not just adding new programs. [First-Generation Student Success: A Landscape Analysis Of Programs And Services At Four-Year Institutions](#); [Maximizing Success for First-Gen Students](#)

Professors can't be experts in all the things that can go wrong with their students, but they can be experts in the art of referral. Sometimes the adviser also needs to take the extra time to get that student there. [How Faculty Advisers Can Be First Responders When Students Need Help](#)

We weren't at all focused on hoping students "remember" some set of facts or ideas for 20 years. Instead we hoped to have transformed them in some fundamental way—to help enrich their intellectual lives, to make them better people, to give them the skills and knowledge they need to make the world a better place. [What Will Students Remember From Your Class in 20 Years?](#)

Many people from different backgrounds are interested in postgraduate study. First-generation students don't ask their families about postgraduate study, and may suffer for it. People are interested in postgraduate study because they're passionate—and because it might pay. [Undergraduates Aren't Sure About Postgraduate Study. These Factors Encourage Them to Apply.](#)

For the first time in nearly a decade, waning interest in the MBA degree hit business schools that draw the most applications, including Harvard and Stanford. The slowdown is most evident at full-time, 2-year programs, once the gold standard in business education. Just 5 years ago, most were reporting application growth, but 70% are now reporting declines. [M.B.A. Applications Decline at Harvard, Wharton, Other Elite Schools as Degree Loses Luster](#); [Moody's: Graduate Business Schools Face Credit Concerns](#); [M.B.A. Applications Drop \(Except Outside the U.S.\)](#)

A comprehensive analysis of how law schools have responded to the shrinking applicant pool concludes the decision by top law schools to reduce their class sizes likely staved off the closures of 20 weaker law schools. [Study Finds Law Schools Are Losing \\$1.5 Billion Annually in Tuition](#)

Three scholars spent 10 months writing 20 hoax papers that parody what they call "grievance studies," and submitted them to "the best journals in the relevant fields." Seven were accepted, 4 published online, and 3 in process when the authors "had to take the project public prematurely and thus stop the study." They also had 4 requests to peer-review other papers "as a result of our own exemplary scholarship." And 1 paper—about canine rape culture in dog parks in Portland, Oregon—"gained special recognition for excellence...as one of 12 leading pieces in feminist geography as a part of the journal's 25th anniversary celebration." ['Sokal Squared': Is Huge Publishing Hoax 'Hilarious and Delightful' or an Ugly Example of Dishonesty and Bad Faith?](#)

ADVANCEMENT

Of the \$1.1B raised for students, 93% supports undergraduate and graduate scholarships and fellowships, enabling UMich to provide financial aid to more than two-thirds of its 46,000 students on the Ann Arbor campus. The rest will go to advancing patient care, research at Michigan Medicine, learning opportunities, and state-of-the-art facilities. [University of Michigan becomes first public university to fundraise \\$5 billion](#); [University of Michigan Raises \\$5 Billion, Others Close Behind](#); [Donors Pick Up The Tab As States Reduce Higher Ed Funding](#)

Harvard's success reveals new possibilities for other nonprofits. The secrets of success: Engaged leadership. Digital communication needs. An inclusive and decentralized structure. A well-staffed development team. A broad range of volunteers. A strong international fundraising game. [How Harvard Raised \\$9.6 Billion, and What Comes Next for All Campaigns](#)

Think beyond bricks and mortar: ask them to fund study-abroad opportunities and immersive-learning experiences. Be accountable: millennials are more responsive to cause-based marketing. Get social: members of the “pics-or-it-didn’t happen” generation want their peers to know that their causes are important. [3 Ways to Reach Those Elusive Millennial Donors](#)

Retaining major gift officers begins on day one, with how you onboard them and connect them with key networks across the institution. Major gift officer training is one of the key factors in their success that is within your control. [Retaining Your Major Gift Officers—From Day One](#)

AFFILIATED ORGANIZATIONS

Fraternities at the U of Minnesota are among the nation’s first to adopt the North-American Interfraternity Conference’s ban on hard alcohol. [University of Minnesota frats ban hard liquor](#)

Nine U of Iowa fraternities are suspended—bringing the total to 11—following a “blatant and systemic failure” to halt dangerous and prohibited events with alcohol. [University of Iowa suspends nine frats accused of alcohol, policy violations](#)

AUDIT, COMPLIANCE, & LEGAL

Only 52.4% of organizations maintained full compliance with the Payment Card Industry Data Security Standard (PCI DSS) in 2017, compared to 55.4% in 2016. Regionally, companies in the Asia-Pacific region are more likely to achieve full compliance at 77.8%, compared to those in Europe (46.4%) and the Americas (39.7%). [Is Payment Card Security Slipping?](#)

Patients of a former USC gynecologist accused of conducting inappropriate examinations and violating the harassment policy may receive up to \$250,000 each in a class action settlement. [U. of Southern California Settles With Patients of Gynecologist Accused of Abuses for \\$215 Million](#)

DIVERSITY & INCLUSION

The proportion of annual black faculty hires did not increase in the 10 years ending in 2016; it fell slightly, from 7% to 6.6%. Black students comprise 12% of university enrollment, but fewer than half that proportion of faculty are black. Fewer than 5% of faculty are Hispanic, compared to 16% of students. [After colleges promised to increase it, hiring of black faculty declined](#)

At a time of deepening racial and political divisions, a trial widely perceived to be a referendum on affirmative action began, bringing into a courtroom decades of fierce disputes over whether Harvard and its peers use racial balancing to shape their classes. [What’s at Stake in the Harvard Lawsuit? Decades of Debate Over Race in Admissions;](#) [The Rise and Fall of Affirmative Action](#)

ENROLLMENT

Harvard is on trial in Boston federal court to defend against allegations that its admissions process intentionally discriminates against Asian-Americans. The plaintiffs introduced into evidence Harvard’s guidebook, used to assess the class that started in fall 2014, that instructs admissions officers how to score applications. It is the most detailed look so far at how Harvard weighs a student’s accomplishments and background. [A Look at Harvard’s Admissions Guidelines;](#) [Harvard Trial Reveals What Admissions Deans Are Made Of: Contradictions;](#) [As Harvard’s admissions face federal scrutiny, a reminder that grades aren’t everything](#)

The UNC suit is from Students for Fair Admissions, the same group suing Harvard. Both lawsuits are filed on behalf of students who were not admitted to the universities—and both suits maintain that the universities go beyond what the Supreme Court has permitted in terms of considering race and ethnicity in admissions. [Judge Refuses to Block Lawsuit Against UNC](#)

People over 25 or those with children are enrolling in college—nearly 74% of undergrad students are now “nontraditional.” They are compelled by a recession that hurt less-educated employees, along with the worry that advancing technology could leave them without a job. [Older students are the new normal at college. The reason? The recession and new technology](#)

Kroger is offering up to \$3,500 in education expenses annually to workers, including those who bag groceries part-time. HCA Healthcare will spend up to \$300M on worker benefits, mostly education-related, including a student loan repayment program. Home Depot, which already invested \$136M on tuition reimbursement over the past 13 years, expanded employee eligibility for funding. [Companies Lure New Workers With College Coaching, Student Debt Repayment](#)

FACULTY RECRUITMENT & RETENTION

Nearly 1,000 professors responded to questions asking what they liked best and least about their work and how respected they felt by students, administrators, and the community. Teaching was the aspect of the job that the largest share of professors found satisfying: 91% feel “somewhat” or “very” satisfied with that work. Mentoring students or junior faculty was a close second at 87%. Students are a clear source of stress. [The Best and Worst Part of Being a Professor: Students](#)

Women and minority professors at Columbia navigate numerous inequities, all well documented throughout academe, in a workplace whose climate is not conducive to their success. The findings will resonate with the lived experience of faculty on other campuses. [What Factors Hold Back the Careers of Women and Faculty of Color? Columbia U. Went Looking for Answers](#)

Scholarly work that serves the public is the kind of thing that, theoretically, universities want faculty to pursue. But a study of the language used by 100 colleges in their tenure-and-promotion criteria shows little evidence that such scholarship is valued in a way that advances faculty careers. Faculty are given incentives mostly to pursue research that fits in an established framework. [Do Universities Value Public Engagement? Not Much, Their Policies Suggest](#)

About three-quarters of all faculty positions are off the tenure track, according to an AAUP analysis of the most recent data from IPEDS, from 2016. [A Non-Tenure-Track Profession?](#)

While full professor is typically the highest rank possible, the title isn't required to maintain employment. Some faculty simply decide not to pursue it—most notably, one of the winners of this year's Nobel Prize in Physics, Donna Strickland. [For Some Scholars, a Full Professorship Calls for 'a Lot of Paperwork' That 'Doesn't Mean Anything'](#)

FINANCE

Adjusting for inflation, the average price for a year at a 4-year public institution saw a small price drop, from \$10,270 to \$10,230, or 0.4%, the first downturn since the College Board began publishing tuition and fee data in 1990. Total aid for the typical undergraduate rose just slightly between the 2016-17 and 2017-18 academic years, from \$14,620 to \$14,790, or 1.2%; meanwhile, the average federal loan dropped 3.6%, from \$4,680 to \$4,510. [Prices Level Off – for Now; The Real Price of Public Colleges May Fall This Year for the First Time in a Decade](#)

GLOBAL & INTERNATIONAL

First-time graduate enrollment by international students in the U.S. has decreased for the second time since 2003, falling 3.7% from 2016 to 2017. But institutions with the highest research productivity, by Carnegie Classification, saw no such decline: their enrollments actually increased 3% year over year. [International Students' Graduate Enrollment Is Down, Study Finds. Some Say U.S. Policy Is to Blame.](#); [New International Graduate Enrollments Fall Again](#)

The Trump administration intends to propose a new rule establishing a maximum period of authorized stay for international students. The rule is “intended to decrease the incidence of nonimmigrant student overstays and improve the integrity of the nonimmigrant student visa.” [Fixed Maximum Terms for Student Visas?](#); [Legal Challenge to 'Unlawful Presence' Policy](#)

Lara Alqasem, a 22-year-old American grad student, is detained at Ben-Gurion Airport in Israel. Alqasem planned to attend Hebrew U in Jerusalem on a student visa, but was ordered deported because of her former role as president of the U of Florida's chapter of Students for Justice in Palestine. Israel bars entry to foreigners who have called for a boycott of the country. [American Grad Student, Barred From Entering Israel, Remains in Custody Over Alleged Activism](#)

Many U.S. colleges receive millions of dollars in Saudi contracts and gifts. But some programs go further, crafting academic and advisory partnerships with the kingdom. Those partnerships illustrate the entanglements of globalized academic deals as colleges enter emerging markets, where research and money-making opportunities come attached to murky geopolitics. [After the Killing of a Journalist, Colleges Confront Their Saudi Ties](#); [Scrutiny of Universities' Saudi Ties](#)

Pence said China seeks to exert pressure on scholars, students, and universities to toe the Chinese Communist Party line. He cited the case of a U Maryland student from China, Yang Shuping, who came under heavy criticism back home after giving a 2017 commencement speech in which she praised the U.S.'s “fresh air of free speech.” “The Communist Party's official newspaper swiftly chastised her, she became the victim of a firestorm of criticism on China's tightly controlled social media, and her family back home was harassed,” Pence said. “As for the university itself, its exchange program with China—one of the nation's most extensive—suddenly turned from a flood to a trickle.” [“A Flood to a Trickle”? Pence on Maryland's China Programs](#)

GOVERNMENT RELATIONS

A decade after the Great Recession, state spending on public universities remains well below historical levels. Overall state funding for public 2-year and 4-year institutions in 2017-18 was \$7B less than 2008 levels—a decline of \$1,409 per student, or 16%, adjusting for inflation. Only 4 states are spending more now than in 2008: California, Hawaii, North Dakota, and Wyoming. [Report Shows State Funding for Higher Education Has Not Bounced Back Since Recession](#)

HUMAN RESOURCES

Intensifying competition has caused the average full-time salary for college-educated workers to climb about \$5,800 over the past year. The salary for less-educated workers has slipped by about \$4,700. Employees with a bachelor's degree or higher said it would take an annual salary of about \$81,900 to prompt them to switch jobs, up from \$76,600 a year earlier. Those with less than a bachelor's degree would leave their job for about \$47,300, unchanged from 2017. [Employers are courting less-educated workers — finally — but they aren't offering pay increases](#)

By 2022, machines will perform more than half of an organization's data processing and information search tasks. But roles based on technological innovation, like software and applications developers, and roles requiring distinctly "human" traits, like sales professionals, are expected to grow in the coming years. [The top 10 emerging jobs for 2022](#)

INFORMATION INFRASTRUCTURE

Security is growing in significance to effective enterprise operational risk management. Tight alignment with both the ERM and crisis management programs is essential. The rapid evolution of threat actor tactics requires consistent evolution of control design and effectiveness. And regulatory compliance is essential, but insufficient to achieve enterprise resiliency. [What is enterprise risk management? How to put cybersecurity threats into a business context](#)

Schools are especially vulnerable to threats and crimes carried out by a potentially dangerous group of people: trusted insiders. Many of today's incidents, including cyberattacks and violent intruders, are devised by those who have direct access to and knowledge of people, facilities, critical data, and IT systems. [Protecting Campuses from the Inside Out](#)

General malware, which includes both ransomware and cryptomining, made up 52% of cybersecurity threats in the first half of 2018. However, cryptojacking—the nonconsensual act of cryptomining someone else's machine—alone accounted for 35% of threats. [Cryptomining replaces ransomware as 2018's top cybersecurity threat](#)

The economic and technical incentives of the IoT industry don't align with security and privacy. In a roboticized world, hacks would not just affect your data but also could endanger your property, your life, and national security. Even the smallest behaviors will be tracked, analyzed, and monetized. [A Future Where Everything Becomes a Computer Is as Creepy as You Feared](#)

INTERCOLLEGIATE ATHLETICS

A federal jury in Manhattan found an Adidas executive and two others guilty on fraud charges stemming from payments they steered to families of top-ranked high-school basketball players, a verdict that could have far-reaching implications for efforts to root out alleged corruption in college sports. [The Criminal Trial is Over. Will NCAA Sanctions Follow?](#); [New Pressures; Corruption, Scandal And The Multi-Billion Dollar Business Of College Basketball](#); [Why the Prosecution Won in the College Hoops Corruption Trial and What's Next](#)

The U of Maryland's president was told about alleged abuse in the football program 2 years ago, well before an athlete died. New reports say coaches worked players until they vomited, mocked them, and forced them to watch grisly videos of animal deaths. [An Alert Ignored?](#)

After the Ivy League changed its kickoff rules in 2016, adjusting the kickoff and touchback lines by just 5 yards, the rate of concussions per 1,000 kickoff plays fell to 2 from 11. [Ivy League Football Saw Large Reduction in Concussions After New Kickoff Rules](#)

MEDICAL & CLINICAL

Hundreds of students are falling ill with hand, foot and mouth disease at colleges in the East. The contagious viral infection spreads quickly and causes fever, sore throat, and a rash on the mouth, hands and feet. [Campus Contagion](#)

ORGANIZATION, GOVERNANCE, & PLANNING

After the investigation into an embattled football program described as having little oversight, where players were afraid to speak up, President Wallace D. Loh will retire next summer. The Board of Regents recommended Damon Evans and DJ Durkin, the athletic director and head football coach, respectively, keep their jobs. But Loh essentially called the regents' bluff, firing coach Durkin. Next, James T. Brady resigned his post as chairman of the Board of Regents, effective immediately. [U. of Maryland President Steps Down After Daming Football Report; As Another Head Rolls at U. of Maryland, an Athletics Scandal Turns Morality Play; Regent's Resignation Signals Turning Tide in U. of Maryland Crisis, as President Exerts His Power](#)

PHYSICAL INFRASTRUCTURE

From soaring, high-tech innovation labs that attract new students, to small-scale huddle spaces and digital campsites that foster the soft skills bosses increasingly want, colleges are building anew or repurposing existing infrastructure to meet the learning needs of today's college students. And flexibility is key. [What's the blueprint for a 21st-century college campus?](#)

PUBLIC SAFETY

The U of Montana is facing an uncommonly hefty \$966,614 penalty for reporting "inaccurate and misleading" crime statistics from 2012 to 2015. All together, the DoE has assessed just over \$5M in fines against colleges, with a nearly \$2.4M fine (the largest on record) levied against Penn State after the Jerry Sandusky child-abuse scandal. The median fine over seven fiscal years was \$47,250. [A \\$1-Million Fine for Violating the Clery Act? Expensive, but Not Unprecedented; University of Montana fined nearly \\$1 million for Clery Act violations](#)

The Category 1 hurricane brought torrential rainfall and 92-miles-per-hour winds on September 14. UNC Wilmington planned in advance, but it's tough to restore a campus that absorbed 34 inches of rain and is home to 138 buildings and 4,200 students, out of an enrollment of 17,000. [Nearly One Month After Hurricane Florence, This Campus Is Still Picking Up the Pieces](#)

The UN Office for Disaster Risk Reduction says worldwide reported economic losses from earthquakes, volcanic eruptions, floods, hurricanes, and other climate-related disasters surged to nearly \$2.9T over the past 20 years. The top 5 locations for damage were the U.S. with more than \$944B in damages, nearly twice the figure from China, which was second, followed by Japan, India, and Puerto Rico. [UN: Losses from natural disasters surge over last 20 years](#)

REPUTATION & BRAND

Directly managing reputation risk is a challenge because most often reputation risk arises due to the poor management of other risks. Here is advice on how to include reputation risk as a dimension to evaluate during the risk assessment phase, and some first steps to developing a better understanding of reputation risk for your organization. [Understanding Reputation Risk](#)

SPONSORED RESEARCH

Federal funding rates have been consistently declining for decades. The NIH funding success rate has decreased from 31% in 1998 to 19% in 2017, while the number of applications has more than doubled. The NSF funding rate has been hovering around 23% the past few years. The top 50 research institutions currently receive more than 63% of all external research funding. This means that 1 in 4 federal proposals gets funded, and the winning proposal is most likely to have come from a top 50 research university. [Research Grants: Which Colleges are Getting Them?](#)

“Following a review of research conducted in the former lab of Piero Anversa, we determined that 31 publications included falsified and/or fabricated data, and we have notified all relevant journals.” [Harvard and the Brigham call for more than 30 retractions of cardiac stem cell research](#); [Harvard Calls for Retraction of Dozens of Studies by Noted Cardiac Researcher](#); [He Promised to Restore Damaged Hearts. Harvard Says His Lab Fabricated Research.](#)

Academics are usually people who have chosen to do what they do not for the money but for the freedom, the intellectual engagement, or the desire to teach. Yet, the academic researcher not only is less likely to be experienced in the influence game, but he is also psychologically primed to be most vulnerable. The consequence of failing to account for this is a remarkable growth of skepticism by the public about what science says. [How Academic Corruption Works](#)

STUDENT EXPERIENCE

Of the more than 623,800 liquor-law violations colleges reported in 2014-2016, only 10% resulted in arrests, while 90% resulted in referrals to student-conduct programs. Of the nearly 231,300 drug-law violations reported on campuses in the same 3-year period, 26% resulted in arrests and 74% in referrals. [Colleges That Reported the Most Liquor and Drug Violations](#)

“It started with sneezing and my eyes itching,” she said. “I was having trouble sleeping because I was up all night with the allergies and that’s when I knew there had to be a cat there.” [Purdue student says therapy cats living in dorm are making her sick](#)

NEW ERM RESOURCES

A survey finds 84% of companies believe a data-driven approach to compliance, supported by behavioral science, would be very helpful in assessing and managing risks. Behavioral science can give risk management an edge, going beyond the box-ticking approach to compliance and helping avert misconduct. Amanda Raad, co-head of Ropes & Gray’s anti-corruption and international risk practice, says, “If you can put in place something that can really change behavior, then you have hit a home run.” One change that has worked is having employees sign a disclosure form at the top of the page, rather than the bottom, which yielded more statements that are truthful. Meanwhile, nearly half of companies said they do not have an efficient process to investigate allegations, and less than one-quarter keep a catalog of all complaints and responses to allegations, even though data collection and analysis are important parts of U.S. and EU compliance programs. Raad emphasizes, “Keeping a record of issues that are being raised, regardless of outcome, is critical in understanding the culture of an organization.” [Behavioral Scientists Joining Risk Assessment Teams](#)

In a digitized, networked world, with globalized supply chains and complex financial interdependencies, the risk environment is more perilous and costly. A holistic approach to risk management, based on the lessons, good and bad, of leading companies and financial institutions, can derive value. The path to risk resilience that is emerging is an effort, led by the board and senior management, to establish the right risk profile and appetite. Success depends on the support of a thriving risk culture and state-of-the-art crisis preparedness and response. The optimal approach to risk management consists of fundamentally strategic capabilities, deeply embedded across the organization. [Value and resilience through better risk management](#)

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, Director for Strategic Planning & Enterprise Risk, 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!