

The Risky Academy: Environmental Scan for November 2018

ACADEMIC QUALITY

Institutions from the U.S. and more than 60 other countries have been ranked based on 13 indicators that measure their academic research performance and their global and regional reputations. In Indiana, Purdue is ranked #113, IUB #138, Notre Dame #208, and IUPUI #305. [Best Global Universities Rankings](#); [U.S. News Unveils 2019 Best Global Universities Rankings](#)

Higher ed must work to restore the compact that has long underpinned it—a tacit agreement in which academe produces knowledge and well-educated citizens in exchange for stable public investment and the autonomy to get on with its job. [How Academe Can Retrieve Its Good Name](#)

As colleges shifted moral education out of curricula and into the realm of extra-curricular campus life, they relieved faculty of responsibility for the ethical formation of their students. And the professors consented, grateful for the time to focus on research and other obligations. As a result, colleges have become a bureaucratic maze of departments, offices, and agencies set up to manage the moral lives of their students. [How Professors Ceded Their Authority](#)

Imagine that instead of graduating with a single degree from one university, you will design your own personalized degree from many online or residential programs. Smaller, modular chunks of education will reign, and our learning experience will become incredibly flexible and customizable. [Future-proofing higher education starts with reinventing the college degree](#)

Southern New Hampshire is becoming one of the first of a new breed of nonprofit “mega-universities” now beginning to transform the higher ed landscape. Enrollment has gone from 8,600 degree-seeking students in 2008 to more than 122,000 today. And it’s just getting started. The plan is to nearly triple enrollment over the next 5 years. [Meet the New Mega-University; What the Rise of the Mega-University Might Mean for the Rest of Us](#)

The proportion of college instructors teaching online and blended courses is growing; so is their support for technology. But belief in the quality and effectiveness of online courses and digital technology isn’t keeping pace. [Conflicted Views of Technology: A Survey of Faculty Attitudes](#)

Because the drop has been so intense, it’s no longer possible that the history major and other humanities majors are just weathering a low point in a long-term average. No, this is a certifiable crisis. [Why Are Students Ditching the History Major?](#); [The Vanishing History Major](#)

Berkeley will form a new Division of Data Science and Information, to engage faculty and students across the campus, and led by a new associate provost. Last month MIT said it plans to build a new, \$1B college devoted to AI, data science, and related fields. [Connecting Data Science to ‘Almost Every Domain of Inquiry’](#); [UC Berkeley’s Fastest-Growing Class Is Data Science 101](#)

An engineering master’s is regarded as part of a doctoral pursuit. The engineering-management master’s, however, is valuable as a terminal degree—a specialized hybrid with an engineering focus but incorporating some MBA-type skills. [Their Graduates in Demand, Engineering-Management Programs Gain in Popularity](#)

The 2018 National Survey of Student Engagement found, among other things, that most college seniors are highly confident in their career and post-graduation plans. [Engagement Insights: Survey Findings on the Quality of Undergraduate Education](#); [Feeling Ready for a Career](#)

It's apparent many parents want more for their children from college than just an education, so finding ways to get students to connect early with career service support has become a goal. Colleges are discussing career options with students as early as freshman year; ramping up mentorship programs; raising donor funds for internships; and providing virtual career assistance via job-oriented websites and apps. [More Colleges Are Playing the Long Game](#)

ADVANCEMENT

The tax law pushed millions of upper-middle-class households from itemizing deductions into a larger standard deduction. That shift could change the annual pattern of December donations that charities count on. [Charities Brace for Tax-Driven Dip in Year-End Giving](#)

"Hopkins has made great progress toward becoming 'need-blind'—admitting students based solely on merit. I want to be sure that the school that gave me a chance will be able to permanently open that same door of opportunity for others. And so, I am donating \$1.8B to Hopkins that will be used for financial aid for qualified low- and middle-income students." [Michael Bloomberg: Why I'm Giving \\$1.8 Billion for College Financial Aid](#); [Wait, Is Bloomberg's \\$1.8-Billion Donation to Johns Hopkins a Good Thing?](#); [Ethical College Admissions: The Bloomberg Gift](#); [How Bloomberg's \\$1.8 Billion Gift to Johns Hopkins Will Elevate the National Conversation About Helping First-Generation Students Complete Their College Degrees](#)

AFFILIATED ORGANIZATIONS

Ohio U has issued a cease-and-desist order against the Epsilon chapter of the international Sigma Pi fraternity at the school after an 18-year-old male student was found dead. [Ohio University orders fraternity to cease-and-desist after student's death](#)

"What we found is that those numbers actually went up once the fraternities were completely shut down. And, looking at 2018's numbers, now [that] the fraternities are back in place but with more restrictions and more oversight on them, there was no drastic change up or down." [Penn State drinking has been squeezed out of Greek life, but the bubble has hardly burst](#)

AUDIT, COMPLIANCE, & LEGAL

Personal and financial information on all 62,000 UPenn Medical Center current and former employees was accessed and stolen, then used to file fraudulent tax returns on behalf of the victimized employees, resulting in actual damages. [University's medical centers must face data breach suit](#); [Pennsylvania High Court Finds Duty to Safeguard Employee Information](#)

OCR's case-processing manual is being revised to remove language that called for investigators to dismiss multiple complaints originating with same source, and OCR will investigate complaints that were previously dismissed. Investigators are not to consider each complaint for evidence of systemic discrimination, instead, investigators look for evidence of broader discrimination "only where it is appropriate to do so in light of the allegations or based on facts ascertained in the investigation." [Trump Team Reverses Controversial Changes to Handling of Civil Rights Probes](#); [Education Department Updates Manual for Civil Rights Investigations](#)

Two former Purdue students say the university kicked them out of school when investigators couldn't find enough evidence to back claims that the women had been sexually assaulted. The

suit claims Purdue is working under a policy “either written or unwritten” in which “women who cannot prove their claims to the satisfaction of Purdue decision-makers face discipline up to expulsion.” [Purdue accused of ‘chilling’ retaliation on women who reported sexual assaults; Suit: Purdue retaliated against female students who made sexual assault claims](#)

Research now shows that increased hotline use is correlated with fewer lawsuits brought against the company overall, lower settlement costs if a lawsuit does occur, and fewer external whistleblower reports to regulatory agencies and other authorities. [Groundbreaking Research on Whistleblower Hotline Usage & Business Performance](#)

MSU will combine the compliance office and internal audit office into one. No other Big Ten school combines the two offices directly; they also sink a considerable amount of money into their compliance offices, largely to pay for staff. [Engler changes MSU’s compliance structure. Here’s why experts are skeptical.](#)

Simon was charged with two felony counts and two misdemeanor counts, and if convicted could be sentenced to as many as 4 years in prison. [Former Michigan State President Is Charged With Lying to Police About Larry Nassar](#); [Felony Charges Against Former Michigan State President](#); [Ex-President of Michigan State Charged With Lying About Nassar Case](#)

DIVERSITY & INCLUSION

Nearly 280 hate crimes were reported in 2017 to the FBI by campus police, up from 257 in 2016 and 194 in 2015. The FBI collects hate-crime data from a much smaller sample of colleges than does the DoE. The largest year-to-year increases occurred in crimes against multiracial victims, African-Americans, and Jews. [Hate Crimes on Campuses Are Rising, New FBI Data Show](#)

Colleges should reflect on what it means to have the “capacity” to respond effectively when a racist incident occurs—“high capacity” means that leaders have moved beyond rhetorical commitments to diversity; spent ample time listening to students and employees; made inequity a problem for everyone to solve, not just the chief diversity officer; and created a culture of openness and trust. [Colleges Can Recover From Racial Crisis by Taking a Lesson From Mizzou](#); [ACE Research Report Explores Lessons Learned from University of Missouri Crisis](#)

What would happen if colleges stopped considering race? The question is crucial: Harvard may lose, if not at the federal district or appeals court, at the U.S. Supreme Court, where support for past rulings on race and admissions is in doubt. [Could Diversity Survive a Harvard Loss?](#)

An academic who studies affirmative action filed a lawsuit against the UC system, seeking access to records he says could reveal whether UC defied state law by surreptitiously reintroducing race as a factor in admissions. The California suit may signal the opening of a Pandora’s box of similar data requests at universities across the country, as opponents of race-conscious admissions seek ammunition for their cause. [With Echoes of Harvard Case, University of California Faces Admissions Scrutiny](#); [New Front in Fight Over Affirmative Action](#)

Sixty percent of adult Americans surveyed in 2016 said they generally favor affirmative action programs for racial minorities. But 70% said they believe applicants should be judged solely on merit and that racial and ethnic background should not be considered (even if doing so means that fewer minority students are admitted). The findings suggest that Americans broadly support the idea of affirmative action but oppose preferential treatment for minorities in college admissions. [How Americans Feel About Affirmative Action In Higher Education](#)

ENGAGEMENT & ECONOMIC DEVELOPMENT

In a unique agreement, Silicon Valley visionary John Chambers will be giving his time, talent, and treasure to support a recently announced startup engine at the College of Business and Economics. [WVU challenging itself to transcend tradition](#)

Many colleges are taking a leading role in revitalizing local communities, recognizing it can enhance the often fraught town-and-gown relationship and also make their institutions more attractive to students and faculty. [Universities Look to Strengthen the Places They Call Home](#)

ENROLLMENT

As states compete for a shrinking group of freshmen, historic out-of-state tuition premiums may no longer be a sure source of income for state higher ed systems. [Cash Cows No Longer](#)

While black and Latino students made up 36% of the college-age population in 2015, they totaled only 19% of the students attending selective public colleges. The enrollment increase of white students at public selective institutions over the past decade was more than the enrollment of black and Latino students combined. Furthermore, the representation of black students at selective public colleges increased only 1 percentage point from 2005 to 2015. [New Report Finds Minority Students Face Equity Gap at Certain Public Institutions](#)

Despite the debate over race-based affirmative action, colleges reported paying more attention to first-generation status than to race/ethnicity. Of the top 8 factors, only one (demonstrated interest) is not based on academics. And early options are increasing in popularity among applicants. [New Data on Admissions: Criteria That Matter, Early Decision and More](#)

For better or worse, admissions officers aren't doing what the public might think, or hope, they're doing. They're not picking the best applicants, by any single measure, or looking merely at numbers. And that's why, regardless of which side wins this case, no one will ever agree that it's fair. [Both Sides at Harvard Trial Agree on One Thing: The 'Wolf of Racial Bias' Is at the Door;](#) [Harvard's Admissions Process Was Just Dissected in Federal Court. How Did It Hold Up?;](#) [Getting Into Harvard Is Hard. Here Are 4 Ways Applicants Get an Edge.](#)

FACULTY RECRUITMENT & RETENTION

Kesan would take a yearlong unpaid leave of absence. For 5 years after he returns, Kesan "will not seek to prevent the college from advising students who enroll in his courses of the results of the ODEA investigation. This information will be communicated to students in the form of a short summary of the ODEA's findings and conclusions." [A Professor Accused of Sexual Harassment Faces Novel Penalty: Prospective Students May Read All About It](#)

Dartmouth "knowingly permitted three of its prominent (and well-funded) professors to turn a human behavior research department into a 21st century Animal House," reads the lawsuit. For more than a decade, female students in the department were "treated as sex objects by tenured professors Todd Heatherton, William Kelley, and Paul Whalen. These professors leered at, groped, sexted, intoxicated, and even raped female students." [Bombshell Lawsuit Against Dartmouth: The Dartmouth Sexual Harassment Allegations Are So Much Worse Than I Thought;](#) [Alumni pressure Dartmouth over handling of sex abuse claims](#)

Jacobs was at the center of a report last fall that described a "legacy of sexism" within UW-Madison's Department of Planning and Landscape Architecture. The department fostered a "boys will be boys mentality" that normalized "toxic" behavior. The dean acknowledged a failure to address it. [UW-Madison professor at center of sexual harassment investigation retires](#)

FINANCE

Montana's referendum was seen as a bellwether of whether distrust of higher ed would translate into decreased funding—and its passage was taken as a positive sign for colleges. But people love the colleges near them, and disassociate them from the national higher-education enterprise. [A Lesson From Montanans' Vote to Tax Themselves to Fund Higher Education](#)

GLOBAL & INTERNATIONAL

More students from outside the U.S. are choosing to stay here for jobs as software engineers and other highly-skilled roles under the federal work-authorization program Optional Practical Training program. [New Immigration Data Show Where Foreign Students Study and Work](#)

The primary culprits are the rising cost of American higher ed; the scale back of government-funded programs in some countries, such as Saudi Arabia, that encouraged study abroad; and stiffer competition for international students from other countries. But the president's hostility to globalism could complicate colleges' efforts to stanch the bleeding. [Is the 'Trump Effect' Scaring Away Prospective International Students?; The Real Reason International Students Are Fleeing U.S. Colleges \(It's Not Trump\); Fewer International Students Heading to the U.S.](#)

Research universities have had to navigate an increasingly tricky path in recent months. They must heed warnings of Chinese espionage and intellectual-property theft, while also tending to longstanding practices that support campuses' ideals of openness, and bolster their budgets. [Political Tensions With China Put Pressure on American Universities' Research Commitments](#)

China watchers warned that the Chinese Communist Party's efforts to influence U.S. universities, media, think tanks, and companies have become so pervasive they are undermining democratic processes. [Scholars Warn of Chinese Influence Operations in U.S.](#)

GOVERNMENT RELATIONS

The state's plan to invest heavily in higher ed, including the new Virginia Tech campus, was announced concurrently with the Amazon deal. It appears to have been enticing to the executives at Amazon who were focused, first and foremost, on the availability of future tech talent for its new headquarters. [To win Amazon, higher ed was Virginia's secret sauce](#)

The bill would give the FTC the authority to establish privacy and security standards, issue fines up to 4% of annual revenue on the first offense for companies, and 10-20 year criminal penalties for senior executives. [CEOs Behind Bars? Proposed U.S. Data Privacy Bill Could Put Them There](#)

HUMAN RESOURCES

Management should be reminded they are “on duty” and must watch for drinking behavior; remember professional boundaries; do not touch others, even when dancing; do not drive employees home after the party; do not “after-party” with staff; and avoid saying or doing things they would not say or do in front of their mother. And don't hang any mistletoe. [Holiday Party Tips For The #MeToo Era](#)

Faced with statistics and a growing body of information on recent violent incidents, business owners should focus on some of the behavioral characteristics associated with perpetrators for workplace violence. Workers need training on how to identify these warning signs, and to report incidents of threats or unusual behavior. [Taking steps to prevent workplace violence](#)

INFORMATION INFRASTRUCTURE

Almost 61% of U.S. companies have experienced a data breach caused by one of their vendors or third parties—up 5% over last year's study and a 12% increase since 2016. [Third parties: Fast-growing risk to an organization's sensitive data](#)

Four emerging trends in higher ed tech that colleges should expect to hear more about: digital credentials gain credibility; data governance grows; finding the ROI for AI and VR; learning how to use the blockchain. [4 ed tech trends colleges should be ready for](#)

We're seeing a shift from cyber security strategy as reactive to proactive. Controls in place are very reactive—they only identify what's already out there. We're seeing a shift to scenario-based testing—identifying scenarios which could damage the business and testing them to understand how the company reacts. [Cyber security efforts turn proactive after sophisticated attacks](#)

As cyber threats persist, companies recognize the need for an effective cyber risk governance and oversight structure, including the board, IT, and management. The end goal is to have a cost-effective program that addresses the key risks, and allows the company to become cyber resilient. [How your board can better oversee cyber risk](#)

Chief information security officers, chief data officers, and chief risk officers will need to take a more hands-on approach to effectively address security concerns. The tasks of protecting business-critical data and ensuring compliance with regulatory mandates have taken on greater urgency as board-level concerns elevate the focus on enterprise data risk management. [Data Risk Management: Circling the Wagons With Three Chief Officers Leading the Way](#)

IT is competing for talent with organizations from start-ups to global enterprises, and extreme salary increases for critical roles may decimate IT budgets. The most in-demand skills are data management, chiefly for the purpose of AI. [Talent Gap Widens as Firms Battle for AI, Data Skills](#)

INTERCOLLEGIATE ATHLETICS

On average, about 6.3% of Title IX complaints against students included an athlete as the person accused of wrongdoing. Athletes were named in such reports more often than might be expected considering they represent, on average, just 1.7% of total student enrollment. [College athletes three times more likely to be named in Title IX sexual misconduct complaints](#)

Georgia had the most former players (nine) diagnosed with CTE and each member school of a Power 5 conference (ACC, Big Ten, Big 12, Pac-12, and SEC) had at least one player diagnosed. [Analysis shows 147 college football programs had at least one player diagnosed with CTE](#)

College athletic departments have stakeholders who want wins, not stockholders who want profits. New revenues are used to attract top high-school players via hiring fancy coaches with exorbitant compensation packages, building elaborate stadiums and training facilities, engaging in lavish recruiting practices, and maintaining accommodating tutoring programs. [How Financial Pressures Can Lead to Athletic Scandals](#)

MEDICAL & CLINICAL

1. HIPAA & Data Breaches; 2. False Claims & Whistleblower Suits; 3. Anti-Kickback & Physician-Hospital Issues; 4. Impact of Stark Law on Physician-Hospital Relationships; 5. Co-Management Arrangements; 6. Changes in Reimbursement; 7. Antitrust Issues; 8. Recovery Audit Contractors; 9. Tax-Exempt Hospitals & Compliance Requirements; 10. Employment & Labor Issues. [Top 10 Regulatory Challenges in the Healthcare Environment?](#)

Olivia Paregol had lived in a dormitory where mold was discovered this year. The university said that it appeared that no consistent connection existed between mold exposure and the incidents of adenovirus. [U-Md. student dies from adenovirus; virus confirmed in five other students](#)

The new Amazon software can read digitized patient records and other clinical notes, analyze them, and pluck out key data points for information doctors and hospitals could use to improve treatment and cut costs. [Big Tech Expands Footprint in Health](#)

ORGANIZATION, GOVERNANCE, & PLANNING

The agency is asking the university to provide “evidence of a clearly articulated and transparent governance structure that outlines roles, responsibilities, and accountability for decision making by each constituency”—wording that comes directly from the accreditation standards.

[Accreditation agency plans to visit University of Maryland, request governance details](#)

In all, 40.3% of faculty who participated voted no confidence in McCoy; 28.6% expressed confidence in the leader. Slightly more (31.1%) abstained. The results come as DePauw struggles to maintain enrollment while controlling costs, and weeks after it began essentially guaranteeing that future alumni will find a job or graduate placement in their field of study. [Faculty Question Vision at DePauw](#); [DePauw Faculty Expresses Concern with Administration](#)

Rose-Hulman named Rob Coons its next president. He previously served as senior vice president and was appointed acting president following Jim Conwell’s resignation. Coons has a nearly 30-year career at the Terre Haute campus. [Coons Named Rose-Hulman President](#)

Simon was a driving force behind the campus culture so many people now call into question. She was encouraged, they said, by hands-off trustees who prioritized athletics and the Michigan State brand. [How a Transformational President Set Michigan State on a Course to Disaster](#)

What is troubling is that our influential college administrators are completely off the scale in relation to the rest of the nation in terms of their ideological leanings, with a 12-to-1 liberal-to-conservative ratio. This is over twice the size of the nearest group—those who work in the legal professions—and also two times that of the faculty. [One of the Most Liberal Groups in America](#)

PHYSICAL INFRASTRUCTURE

Many universities are battling mold this fall after a summer with lots of rain and high humidity. Students across the country have been forced to evacuate mold-infested residence halls. Campuses are scrambling to patch together emergency plans while easing student and parent concerns. [Higher Ed’s Spreading Problem: How Colleges Are Struggling With Campus Mold](#)

PUBLIC SAFETY

A former U.S. Marine machine gunner who may have suffered from post-traumatic stress disorder burst into a Thousand Oaks bar packed with college students, tossed a smoke bomb into the crowd, and opened fire. [Thousand Oaks shooting leaves 13 people dead, including gunman, and 18 injured](#); [Shooting Leaves 12 Dead at Southern California College Bar](#)

Officials at Pepperdine are taking heat for their decision to shelter more than a thousand students on campus, even as the Woolsey fire swept across Malibu and prompted authorities to order an all-out evacuation of the city. Residents complained that the university’s action caused firefighting resources to be diverted from other parts of the city to defend the school against flames. [Pepperdine University defends ‘shelter in place’ decision during Woolsey fire](#)

Oakland University Police Chief Mark Gordon says to fight effectively, faculty and students need to be prepared to throw heavy objects that will cause a distraction. Pucks fit the bill and can be conveniently carried in brief cases or backpacks. [Faculty trained to use hockey pucks to thwart shooters](#); [Why One University Is Handing Out Hockey Pucks to Prepare for an Active Shooter](#)

REPUTATION & BRAND

Boards who perform their ERM and risk mitigation oversight should challenge management teams to have a pre-reviewed “on the shelf” social media response ready to go for the ten most likely risks. [Boards Need A Social Media Strategy For Crisis Management](#)

More than 1,600 emails illustrate the backlash Simon and MSU faced as the breadth and depth of Nassar’s crimes came into focus during his sentencing. Roughly half of the emails called for Simon to quit or be fired, with another 20% criticizing how she and MSU handled the crisis. Another 20% expressed support, including pleas for Simon to stay, while the remainder merely asked questions or thanked her. [Emails to MSU’s Simon reveal anger over Nassar scandal](#)

SPONSORED RESEARCH

“To Rice’s knowledge, none of the clinical work was performed in the U.S. Regardless of where it was conducted, this work, as described in press reports, violates scientific-conduct guidelines and is inconsistent with ethical norms of the scientific community and Rice University.” [Rice U. Will Investigate Professor Who Says He Worked on First Genetically Altered Babies](#); [Chinese Scientist Who Says He Edited Babies’ Genes Defends His Work](#); [Did Rice Scholar Assist in Banned Research?](#); [Rice University Professor Helped Generate CRISPR’d Babies](#)

STUDENT EXPERIENCE

The current draft version would make a cross-examination provision mandatory, though questions could be funneled through a neutral party and students could be seated in separate rooms. The rules would also bar accused students from asking their accusers inappropriate questions, such as details of the accuser’s sexual history. The modification echoes the goals of some university administrators, men’s rights activists, and due-process advocates who believe students accused of behavior that could result in their expulsion should be given more opportunities to defend themselves. DeVos says the proposed campus sexual misconduct rule will restore fairness. But survivor advocates warn it will reduce the responsibility of colleges to maintain a safe environment. [Sharp Divide Over Trump Administration’s Title IX Overhaul](#); [What You Need to Know About the Proposed Title IX Regulations](#); [New Title IX Proposal Would Restore Fairness in Sexual-Misconduct Cases](#); [Nassar, Tyndall victims make plea on Title IX changes](#); [Betsy DeVos’s Sexual-Assault Rules Would Let the Accused Cross-Examine Accusers](#); [Responding to criticisms of the proposed Department of Education Title IX regulations](#); [Title IX Campus Sexual Assault: Resources on the Department of Education’s Proposed Regulations](#); [What the DeVos Title IX Rule Means for Misconduct Off Campus](#)

Two recent studies measuring college students’ opinions toward expression suggest both a dramatic dip in student support for free speech, and marked increases in support for censorship. More striking are revelations that 17% of students support rewriting the First Amendment, and nearly one-third support physical violence as an acceptable response to “hate speech.” [New campus studies show dip in free speech support; support for censorship, violence](#)

Choosing a pathway is a concern not only of incoming and current students but also of graduates. Institutions can demonstrate additional value by proactively counseling students about being mindful of their current studies, their postgraduate aspirations, and the nexus between them. Most students were focused on managing money. Institutions can encourage students to think of loan repayment as part of overall student success. [Here's What 400 Students Had to Say About the Biggest Issues on Their Classroom-to-Career Journeys](#)

From 2009 to 2015, the proportion who report having a diagnosis or being treated has gone up for anxiety, ADHD, depression, insomnia, OCD, and panic attacks. Anxiety and depression continue to be the most common self-reported conditions. Diagnosis or treatment of anxiety increased from 9% of survey participants in 2009 to 15% in 2015, and depression diagnosis or treatment rose from 9% to 12%. [Mental health diagnoses rising among U.S. college students](#)

No one is saying colleges should resume a paternalistic role. But the troubling rates of anxiety and depression among today's students and the pressure they face to focus on careers make a strong case that they need more help in making meaning and staking out a direction in their lives. [Colleges Teach Students How to Think. Should They Also Teach Them How to Thrive?](#)

NEW ERM RESOURCES

The top 5 list of major risks for U.S. executives are cyberattacks, terrorist attacks, data fraud or theft, fiscal crises, and weapons of mass destruction. [Cyberattacks are top concern for US, Canadian business leaders](#)

From ransomware attacks to wildfires and hurricanes, resiliency is a major concern of today's executives. "Complacency kills," says Tom Lawson, CEO of FM Global. "When you don't manage the enterprise risk, the results can be pretty devastating." It is never too early to prepare for future risks. "What our clients are looking for is anything that impacts their revenue, their market share, share price, or reputation," he explains. Three areas of risk that C-suite executives must prepare for are cyberattacks, natural hazards, and fire or explosion. Resilience is the ability to prevent disruption and to recover from one quickly. He says you cannot outsmart disaster, but you can prevent loss. "But to do that you have to make a choice, and the starting point is you really evaluate what your exposures are, work with a partner that can help you assess that risk, and then take it corporately to build resilience into your business decisions," he says. [3 Risks the C-Suite Needs to Prepare for in 2019](#)

For many companies, de facto responsibility for cybersecurity has devolved almost exclusively on the chief information security officer. The CISO may work with teams led by the CRO and the CIO, but collaboration usually occurs on an ad-hoc basis rather than within a coordinated strategy. Without a risk-based focus on cybersecurity, companies often overlook the true drivers of risk, an error that can magnify a crisis and lead to unnecessarily large business losses. Cybersecurity teams can be reluctant to add risk processes—such as risk and control self-assessments—to their agendas, overfull as they are with complex technical tasks. A further complication is the tendency of executives and board members to rely exclusively on the CISO and his or her team whenever they face a cybersecurity issue. This usually adds pressure on an already overtaxed team while reinforcing the notion that the CISO has the only point of view on the topic. [Cybersecurity and the risk function](#)

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 of Strategic Planning & Enterprise Risk for IU, in order to increase awareness of current trends affecting enterprise risk in higher education. Please reply to her at mbel@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!