

# The Risky Academy: Environmental Scan for January 2019

## ACADEMIC QUALITY

At major research universities, from 1980 to 2010, research expenditures grew by more than 10 times in inflation-adjusted dollars, while high-quality publications in the Web of Science grew by nearly 3 times. Federal R&D funding, more than \$30B in 2017, is largely responsible. The federal financial-aid system doled out about \$65B in Pell Grants, work-study funds, and tax benefits in 2015—not counting the hundreds of billions of dollars in federal loans available. Both trended sharply upward in inflation-adjusted dollars since the 1980s, even during recessionary periods. [Is This Higher Education's Golden Age?; 'Two Cheers for Higher Education'](#)

For the contemporary right, universities are bent on undermining traditional norms and hierarchies, teaching the young to resent religion, reject family, and hate capitalism. Yet at the same time, conservatives portray the university as the institution that more than any other acts as a gateway to social power. The university's function as a subversive gatekeeper is what marks it as especially dangerous. [How the Right Learned to Loathe Higher Education](#)

Capital campaigns will get more ambitious. Many big gifts will come with strings. Colleges will feel pressure to prove graduates are job-ready. The college presidency will be a revolving door. New credentials will flood the market. For-profits will seek new business models. Online Program Managers (OPMs) will play a big role as colleges expand online. Colleges will hone data use to improve outcomes. Augmented and virtual reality experiments will continue, but scale will remain elusive. [9 higher ed trends to watch in 2019](#)

Survey reveals provosts' thoughts on Me Too (nearly half have seen complaints of harassment by professors in last year—it goes up to 90% at public doctoral institutions), the liberal arts (many are worried), criteria for program cuts (they don't favor just counting number of majors), general ed, textbook costs, civility, and more. [For Provosts, More Pressure on Tough Issues](#)

While employers want candidates with higher levels of EQ, resilience, empathy, and integrity, those are rarely attributes that universities nurture or select for in admissions. As AI and disruptive technology grow, candidates who can perform tasks that machines cannot are becoming more valuable. [Does Higher Education Still Prepare People for Jobs?](#)

At a time when companies and colleges alike demand students with strong technical skills, like coding and data analysis, the top two jobs rely heavily on these. But while technical skills are imperative for many of the other jobs, this year's list features several jobs that also require soft skills, like communication and people management. [The top 15 emerging jobs for 2019](#)

Purdue Online is a newly established central office, to act as an online program manager for its three on-ground campuses as well as Purdue Global. [Purdue's Online Strategy, Beyond 'Global'](#)

Despite continued slowdown in the growth of new users, MOOC platforms are increasing in paying customers (and revenues). More and more degrees are being offered through MOOC platforms, pointing the way toward what may be a lasting revenue model. MOOC-based degrees have distinctive features, including lower fees, a more flexible schedule, and a more relaxed admissions process. [Year of MOOC-based Degrees: A Review of MOOC Stats and Trends in 2018](#)

English departments shouldn't rejigger the major requirements or offerings, which would be time-consuming and might not accomplish anything. The emphasis should be on creating or nurturing courses students will take and enjoy. [Getting Students to Study Literature](#)

Higher ed, in aggregate, lost just one foreign-language program from 2009 to 2013. From 2013 to 2016, it lost 651. Spanish, which still accounts for half of foreign-language enrollments, had a net loss of 118 programs. French lost 129, German 86, and Italian 56. Among the 15 most commonly taught languages, only ASL, biblical Hebrew, and Korean saw a net increase. [Colleges Lose a 'Stunning' 651 Foreign-Language Programs in 3 Years](#); [Significant Cuts To College Language Programs Highlight Financial Troubles](#); [Disappearing Language Offerings](#)

Many students don't learn critical thinking in undergraduate history courses—a challenge to history's sales pitch that its graduates are finely tuned critical thinkers. Historians discuss efforts to evaluate student learning far beyond a grade. [Grading Smarter, Not Harder](#)

Nationwide, the surge in student demand for computer science courses is far outstripping the supply of professors, as the tech industry snaps up talent. At some schools, the shortage is creating an undergraduate divide of computing haves and have-nots—potentially narrowing the path for minority and female students. [The Hard Part of Computer Science? Getting Into Class](#)

Economists face criticism that the field's power centers are a small number of top departments. Grad students, meanwhile, push for standards of conduct. [The Dismal \(and Too Elitist?\) Science](#)

Notre Dame's Mendoza College of Business finished 6<sup>th</sup> in the *Value Colleges Top 50 Best Value Undergraduate Business Schools for 2019* (innovative coursework, experiential learning concentrations, and small classes); Purdue's Krannert School of Management came in 22<sup>nd</sup> (freshman mentor programs and small class sizes); and IU's Kelley School of Business finished 25<sup>th</sup> (the 18 majors and 4 minors offered to ensure students are prepared with a real-world curriculum). [Indiana Business Colleges Among 'Best Values'](#)

The Kelley Direct Online MBA program is tied for 1<sup>st</sup> place and the Master of Science online program has been recognized as No. 1 among online MBA programs and online master's programs in the most recent *U.S. News and World Report Best Online Education Program* rankings. The IU Online bachelor's degree program ranks 20<sup>th</sup>. Ball State's Miller College of Business MBA is tied for 13<sup>th</sup>. [IU Kelley Tops U.S News and World Report Rankings](#)

The American Bar Association's accreditation council renewed a push to toughen requirements in the face of historically low passage rates for attorney-licensing exams. However, the proposal to condition ABA accreditation on meeting a 75% bar-pass rate was rejected. [New Test for Law Schools: Do Enough Graduates Pass the Bar?](#); [ABA House rejects revision of bar passage standard, approves slew of policy resolutions](#)

The share of employed humanities Ph.D.'s teaching at the postsecondary level as their principal job is 56%, a higher proportion than in other Ph.D. fields. [What the Numbers Can Tell Us About Humanities Ph.D. Careers](#)

## **ADVANCEMENT**

Colleges returned an average of 8.2% on their endowments for the 2018 fiscal year, compared with 12.2% for the 2017 fiscal year. The drop was largely due to a decline in U.S. and international equity markets. [Which Colleges Have the Largest Endowments?](#); [Endowment Returns Slow: Survey Offers Peek at Spending](#)

## **AFFILIATED ORGANIZATIONS**

An anti-hazing law enacted following the 2017 death of Penn State pledge Timothy Piazza requires Penn State and other Pennsylvania institutions including universities to publicly report violations of school hazing policies over the past 5 years. Penn State said it investigated 31 incidents in all. [Pa. schools reported dozens of hazing violations under new law](#)

Penn State pledged \$2M towards an \$8M endowment for creation of the Timothy J. Piazza Center for Fraternity and Sorority Research and Reform. The center will study best practices and assessment in fraternity and sorority life, and provide leadership to “compel the collective change required.” [Center for Research on Fraternities, Sororities Planned](#); [Two years after Penn State frat death, Greek life research center will rise in Tim Piazza’s honor](#)

## **AUDIT, COMPLIANCE, & LEGAL**

Michigan State will pay for former President Lou Anna Simon’s criminal defense as its legal bills related to the Larry Nassar scandal approach \$20M. The total cost to MSU as of the middle of November was more than \$523M. [MSU to pay for Lou Anna Simon’s defense as legal bills for Larry Nassar scandal near \\$20M](#)

“Policies are no better than the people tasked with implementing them. Until there is a top-down cultural change at MSU, survivors and the public would be rightly skeptical of the effectiveness of any set of written policies.” [‘Culture of Indifference’ and ‘Institutional Protection’ at Michigan State Stymied Investigation of Larry Nassar](#)

Mike DiSabato, the man whose complaints helped spur an investigation into alleged decades-old sexual abuse by an Ohio State team doctor, is charged with telecommunications harassment of a university-affiliated administrator who criticized him. DiSabato contends he’s the one being harassed. [Whistleblower alleging sex abuse at Ohio State is wanted man](#)

Whether it be a company’s data use practices, its response to sexual harassment, or its efforts to eliminate human trafficking—transparency will define compliance challenges and opportunities in 2019. [Transparency & Trust: The Underlying Themes of Top 10 Ethics & Compliance Trends](#)

Five critical actions: Get the fundamentals right. Strengthen risk ownership in the first line. Streamline compliance processes. Adopt a dynamic technology-enabled approach to risk management. Build compliance talent. [The compliance function at an inflection point](#)

## **DIVERSITY & INCLUSION**

Chapel Hill weighs race so heavily in its admissions process that it is the predominant factor in determining whether many black and Hispanic students get in, according to court papers filed by an anti-affirmative action group that is also suing Harvard. [U.N.C. Admissions Lawsuit Brings Another Attack on Affirmative Action](#); [That Other Affirmative-Action Case: The Battle Over UNC’s Admissions Policies Heats Up](#); [Affirmative Action Fight Shifts to UNC](#); [UNC Admissions Lawsuit Likely Headed to Supreme Court](#)

As admissions officers judge the means and merits of applicants for the Class of 2023, what should they look for? Diversity matters—intensely and arguably more than ever before—but in the wake of the Harvard trial alleging bias against Asian-Americans, there is no trusty blueprint. [America’s colleges struggle to envision the future of diversity on campus](#)

Changing the views that cause students not to fill out the FAFSA is important to efforts to attract underrepresented minority students to higher ed. [Why Students Don’t Fill Out the FAFSA](#)

Black students randomly assigned to a black teacher in grades K-3 are 7% more likely to graduate from high school and 13% more likely to enroll in college than peers in the same school not assigned a black teacher. [To Add Black College Students, Recruit Black Schoolteachers](#)

## **ENGAGEMENT & ECONOMIC DEVELOPMENT**

Purdue has reached 223 startups with more than \$350M in funding and investments generated, as well as, more than 300 new jobs. [Purdue Touts Milestone For Startups](#)

Individuals with student loan debt are considerably less likely to remain in rural areas than those without any student debt, and those with the highest balances are the most likely to leave rural areas. Those moving to metro areas are more likely to reduce their balance, and are less likely to be delinquent. Community development strategies could cause more college graduates to choose to live in rural areas. [Student loan debt, urban wage premiums drive rural brain drain](#)

## **ENROLLMENT**

The Early Decision II emails are often read as pressuring students into committing to a college before they are ready. Students who respond aren't guaranteed to be accepted, but if they are, they are obligated to pull all other applications. That means they can't compare different financial-aid packages. [New Front in College Admissions: Nudging Students to Decide Early](#)

America is far behind the goal that President Barack Obama laid out in 2009 of becoming the nation with the world's highest college graduation rate within 10 years. At our current rate, his target won't be met until at least 2041. [Higher education moon shot remains stuck in lower orbit; 10 years later, goal of getting more Americans through college is way behind schedule](#)

Georgia State's 6-year graduation rate in 2018 was 55%, up from 48% in 2011 before the program rolled out. The fact that its student body is disproportionately disadvantaged makes this progress notable. Georgia State graduates more black students than any other nonprofit educational institution in the U.S. [The 'Moneyball' solution for higher education](#)

Challenges to these students' ACT scores came after they made substantial gains the 2<sup>nd</sup> time they took the tests. The students say they didn't prepare the 1<sup>st</sup> time. After disappointing scores, they studied, hired tutors, and practiced. One suit challenges the way ACT (and other testing businesses) require test takers to agree to binding arbitration in the event of score disputes. [Does Admissions Testing Ignore Due Process?; Ruling May Make It Easier to Sue Test Makers](#)

DoE released guidance on recent changes in 2018-19 and 2019-20 verification requirements. Traditionally, those requirements have hindered many students who file the FAFSA. Now colleges have more flexibility when verifying students' financial information. [Think the Federal-Aid Process Is Crazy? Here's Some 'Bureaucratic Sanity'; Education Dept. steps up to help students stymied by financial aid application requirements; Unlocking Aid Funds](#)

## **FACULTY RECRUITMENT & RETENTION**

Interventions against workload imbalances: increase faculty awareness of implicit bias, make data on work activity transparent, share organizational practices to encourage equity, and provide professional development to help faculty align time and priorities. [Evening Things Out](#)

Worries about faculty contracts and constitutional issues associated with free speech and academic freedom are growing. Hiring mistakes can have outcomes as adverse as students' struggling to learn from faculty hires who "turn out to be unproductive, counterproductive, and sometimes even toxic or dangerous." [Hiring and Promotion Hazards in Academe](#)

A state senator has reintroduced a bill to eliminate tenure in Iowa universities in the state Legislature, two years after its introduction sparked controversy among university communities. [Bill to eliminate professor tenure reintroduced in Iowa Legislature](#)

Sixty-nine percent of college provosts say sexual harassment by faculty members has been tolerated for too long and most agree proof of such behavior should be grounds for dismissing tenured professors. [For Provosts, More Pressure on Tough Issues](#)

## **FINANCE**

CEOs sensed the possibility of recession before the markets' recent decline. After recession, the top 4 risks were threats to global trade systems, global political instability, new competitors, and declining trust in political and policy institutions. [CEOs Say Recession Is Top Worry for 2019; In 2019, CEOs are Most Concerned About Talent and a Recession](#)

Outlooks remained positive, but many reported less optimism in response to increased financial market volatility, rising short-term interest rates, falling energy prices, and elevated trade and political uncertainty. [Fed's Beige Book Shows Concerns Mounting Among U.S. Businesses](#)

The Indiana State Budget Agency says General Fund revenues totaled \$1.5B last month, about 1% higher than the most recent revenue forecast, and 11% higher than December 2017. [State Revenue Beats New Projections](#)

Half of the states reported increasing higher ed spending by more than 3% for the current fiscal year. The increase in money for higher ed follows a strong year for many state economies, which are projected to grow more than 4% in the 2019 fiscal year. [Buoyed by Solid Economies, Most States Spend More on Higher Education; Grapevine Survey Shows Some Improvement in State Funding for Higher Education; 'A Marginally Better Year' for State Funding](#)

Colleges have more information about complying with the new tax law than they did a year ago. That means new bookkeeping practices, new taxes on highly paid employees and, maybe, eliminating reserved parking spaces. [Tax Law's Effects on Colleges Unfolding](#)

Students from the wealthiest households continued to attend the priciest schools and continued to take on the most debt. This suggests that students prefer higher short-run costs in exchange for higher expected long-run returns. Efforts to assess college affordability that ignore long-run returns and focus exclusively on short-run costs paint an incomplete picture of the value. [College Affordability Update: Value, Price, and Choice in U.S. Higher Education](#)

## **GLOBAL & INTERNATIONAL**

This year's report focuses on 4 key areas: environmental degradation, cybersecurity breaches, economic strains, and geopolitical tensions. And in a new series called "Future Shocks" the report cautions against complacency and highlights the need to prepare for sudden and dramatic disruptions. [The Global Risks Report 2018; Trade War Tops Global Risks for Business Leaders; Economic, political tension fueling increased global risks: WEF report; Decaying international relations 'most urgent risk' in 2019](#)

Over the past decade, the explosion in the number of international students turned education, almost by stealth, into one of the most vital U.S. exports. In economic terms, the student's situation is no different from, say, a Japanese company buying American soybeans: Foreign money flows into the U.S. from abroad—except, the product doesn't leave the country. [One of America's Most Vital Exports, Education, Never Goes Abroad, but It Still Faces Threats](#)

The Trump effect could pale next to a chilling of the relationship between Chinese and American higher ed. The connections (student enrollments, joint degree programs, research partnerships) are deep, numerous, and, often, lucrative. One in three international students in the U.S. is from China. A recent ACE survey of colleges' global efforts found that China was far and away the top priority. [For American Colleges, China Could Be the New Travel Ban — but Worse](#)

Consumers in China are not spending, their confidence dented by the shaky domestic economy, a trade fight with the U.S., rising costs for already sky-high housing, and inadequate education and health care. [Chinese Consumers Tighten Their Belts and the World Feels the Squeeze](#)

The rights of foreign citizens in China are questioned due to public concern over the fate of an American family barred from leaving the country, Sandra Han and her two adult children. The arrest in Vancouver last month of Meng Wanzhou, an executive of the Chinese tech giant Huawei, has also raised the specter of potential retaliatory arrests of Americans or Canadians in China. [U.S. Renews China Travel Warning, Citing Risk of Arbitrary Detention](#)

Proving you can insure just about anything, UI has mitigated the risk of a decline in Chinese enrollment. [Why U of I is insuring itself—literally—against a drop in Chinese students](#)

Assailants identified as Shabab militants attacked a hotel in one of Nairobi's most secure areas, spreading death and panic as the police in Kenya's capital evacuated civilians and sealed off the area. [Shabab Claim Responsibility for Deadly Assault on Nairobi Hotel-Office Complex](#)

At least 5 Saudi Arabians accused of criminal offenses such as rape, child pornography, and hit and run while attending colleges in Oregon have vanished. Most puzzling is how some were able to leave the country and travel internationally after surrendering their passports, adding to scrutiny of Saudi Arabia's conduct abroad after its role in the murder of journalist Khashoggi in Turkey. [Gone: More cases emerge of Saudi students vanishing while facing Oregon charges](#)

## **GOVERNMENT RELATIONS**

The DoE begins a new round of rulemaking, bringing together dozens of higher education constituents to try to hammer out agreement on numerous proposed changes in regulations, primarily relating to accreditor recognition, credit hours, outsourcing education, "regular and substantive" interaction, and state authorization. [Cutting Oversight of Accreditation Will Spur Innovation, Says Education Dept. Critics Say Not So Fast.](#); [Murray, Scott Blast DeVos for Deeply Flawed Rulemaking Process That Could Weaken Key Protections for Students; Overhauling Rules for Higher Ed;](#) [DeVos moves to boost college online learning while reducing regulatory oversight;](#) [Stay Awake for These 5 Issues During Negotiated Rulemaking;](#) [Rethinking State Authorization, Again](#)

Lawmakers inadvertently exempted public universities from a new 21% tax they created on nonprofits that pay their employees more than \$1M. They could change the law and levy additional taxes on public colleges, or, repeal those facets of the law aimed at institutions of higher ed. [Congress fumbles new tax on Nick Saban's paycheck;](#) [Public Colleges Might Escape a Tax on Million-Dollar Employees. Here's Who They Are.](#)

## **HUMAN RESOURCES**

There's going to be a big knowledge vacuum when boomers leave the workplace. But boomers are eager to help pass on their knowledge, and allowing them to do so in a 'semi-retirement' capacity could solve the need for knowledge transfer and also boomers' desire for workplace flexibility. [New Express Poll: Boomers Staying in—and Returning to—the Workforce](#)

Organizations will soon resemble a Shamrock having either three or four leaves. The first leaf represents the core of your organization—full-time associates. The second leaf consists of contractors, and the third leaf consists of part-time employees. You may have a fourth leaf, your consumer actually doing some of your work, such as an application process where the consumer keys in the information. Recognize these emerging risks now to exploit them for strategic advantage. [Recognizing the Shamrock Organization and Emerging Risks It May Create](#)

## **INFORMATION INFRASTRUCTURE**

Cyber risk is the business interruption trigger feared the most (50%)—more than fire (40%) and natural catastrophes (38%). Business interruption is also the biggest cause of economic loss after a cyber-incident (48%). [Business interruption, cyber risk top corporate concerns: Survey](#)

Phishers are posing as deans or chairs, asking faculty to purchase and send photos of gift cards for iTunes or Amazon. The scammers promise to reimburse the professor soon. The email addresses have the dean's name in them, but do not come from an official university address. [Phishing Scheme Targets Professors' Desire to Please Their Deans — All for \\$500 in Gift Cards](#)

The attacks, which have been active since January 2017, use 3 different methods to manipulate the Domain Name System (DNS) records allowing computers to find a company's computers on the Internet. A clever trick allows attackers to obtain valid TLS certificate for hijacked domains. [A DNS hijacking wave is targeting companies at an almost unprecedented scale; DHS issues emergency directive to counter DNS hijacking campaign](#)

Nearly 70% indicated a moderate to high level of dependency on external entities including third, fourth or fifth parties, and 47% experienced a risk incident involving the use of external entities in the last 3 years. The risk comes from needing to trust that these third parties and their subcontractors aren't making mistakes in handling data and ensuring privacy. [Extended enterprise risk management will be a focus in 2019: survey](#)

Repeated data breaches have led Americans to be increasingly pessimistic that the personal data they give government and commercial entities is secure, a development that could cause people to stop sharing their data or to share it more judiciously. Public outrage over data breaches also could diminish tech workers' appetite to develop innovations and systems that are built from and rely on large amounts of data. [Breaches could spur users to opt out of sharing personal data](#)

We've reached this point in part because existing federal laws are so feeble. Outside of data involving financial details, health matters, or children, we essentially let companies state their intentions in privacy policies, after which the FTC can investigate violations. But in May, the EU's GDPR delivered increased privacy rights and in June, California passed the GDPR-esque California Consumer Privacy Act, which will enter into force Jan. 1, 2020—a date that puts a deadline on this debate. [Why 2019 might finally bring a national privacy law for the US](#)

## **INTERCOLLEGIATE ATHLETICS**

Faehn, believed to be the first USA Gymnastics official told of predatory doctor Larry Nassar's abuse, was just hired as a coaching consultant to U Michigan's women's gymnastics team. Faehn had replaced Scott Vetere who was let go and banned from campus after he was caught having sex with a female student athlete. [U-M fires gymnastics coach with ties to Larry Nassar scandal; University of Michigan to pay Larry Nassar-tied coach \\$15,000 for 4 days of work](#)

Alabama and Clemson are the top teams on the field, but Texas is the most valuable. Brewer's study calculates what a college team would be worth on the open market if it could be bought and sold like a professional franchise, by analyzing revenues and expenses, cash-flow, risk assessments, and growth projections. [How Much Is Your College Football Team Worth?](#)

The investigation into the football program cost the University System of Maryland more than \$1.57M, with 4 of 8 members of a special commission billing the university more than six figures apiece. [Maryland football probe cost \\$1.57 million. It was a windfall for commission members.](#)

## **MEDICAL & CLINICAL**

Indiana dropped from 39<sup>th</sup> best to 41<sup>st</sup> in overall health, with its ranking in percentage of smokers also slipping from 39<sup>th</sup> to 44<sup>th</sup>. [America's Health Rankings Annual Report](#)

Two months after Dr. He shook the scientific world by announcing he had created the first genetically edited babies, the world's major science and medical institutions are urgently trying to come up with international safeguards to keep such rogue experiments from happening again. But while scientists agree it must be stopped, they disagree about how to do it. [How to Stop Rogue Gene-Editing of Human Embryos?; US Nobelist was told of gene-edited babies; American scientist played more active role in 'CRISPR babies' project than previously known](#)

A Yale cardiologist accused of sexual misconduct received one of the university's highest honors, and the aftermath has revealed how much power men still have in academic medicine. [The Stubborn Culture of Harassment in America's Medical Schools](#)

The OCR will release proposed updates for the HIPAA security and privacy rules. The types of ransomware and size of ransoms demanded will grow. Unsecured medical devices will lead to patient harm. Increased use of IoT devices will lead to more security incidents and breaches. Insider incidents will increase. Risks from legacy systems will widen. The inappropriate sale of patient data will continue lead to privacy violations. Privacy enforcement actions by state attorneys general offices will increase. [What's Ahead for Health Data Privacy, Security in 2019?](#)

"This is not just an IT problem, as the legal, privacy and HR departments will all be involved. Regulators are being more actively involved in high-level standards and particular guidance, and they want to see a formal security program with a customized incident response plan." [HHS cybersecurity guidance ramps up pressure to protect data](#)

## **ORGANIZATION, GOVERNANCE, & PLANNING**

MSU interim President John Engler said he is done with investigations into the handling of the Larry Nassar sexual abuse scandal, saying officials are "trying to go back to work" despite calls from victims and others for more scrutiny to bring resolution and accountability. Backlash forces him to resign. [Engler: No more Nassar investigations at MSU; Backlash Is Fierce for Michigan State President, Who Said Abuse Survivors Are 'Enjoying' the 'Spotlight'; Engler's Michigan State U. Presidency Is as Imperiled as Ever. And That's Saying Something.; John Engler Will Resign as Michigan State's Interim President; Michigan State Names New Interim President After Backlash Forces Engler to Resign; Words Matter at Michigan State](#)

## **PHYSICAL INFRASTRUCTURE**

Many schools rent out land to private companies that build and operate student apartments, and others let developers build offices, then occupy a portion of the space themselves. But using real estate that is not directly related to their educational operations is rare—and potentially

more lucrative, because corporate office spaces and high-end condos can command high prices. [Land Holdings, Even Far From Campus, Lucrative for Some Colleges](#)

## **PUBLIC SAFETY**

U Iowa Police discovered Gerald Belz unresponsive from possible exposure at about 2:48 a.m. The air temperature was 22 degrees below zero with a wind chill of 51 below zero. [University of Iowa student dies after being found unresponsive during polar vortex](#); [University of Iowa Student Is Among More Than 20 Dead in Midwestern Deep Freeze](#)

The tragedy of a young woman murdered by a man whom she told law enforcement she feared inspired national drama, but experts in dating violence say Lauren McCluskey's death serves as an important lesson for institutions. They should invest funds in both their police forces and counselors, as well as, coaching on how to prevent such incidents. [Multiple Warnings, No Action](#)

After at least 40 U of Maryland students tested positive for adenovirus and one student died from a serious strain of it, the school has begun expanded cleaning measures. [UMD is cleaning dorm rooms over winter break, two months after a student died from adenovirus](#)

Health officials believe the bacteria originated with an international student and spread to at least 7 others. [Tuberculosis Outbreak Associated With Mankato University](#)

Courses now go beyond the "run, hide, fight" approach that the federal government has recommended in the years since Sandy Hook. The active-survival classes commonly teach how to build barricades, break through windows, create distractions, and care for the wounded. [Active-Shooter Training in 2019: When 'Run, Hide, Fight' Isn't Enough](#)

## **REPUTATION & BRAND**

Temple U will pay \$4M to those who are or were students in the online MBA program and another \$1,475,000 to settle claims of students in other MBA programs, several other master's programs, and one online bachelor's program in the business school. [Temple Will Pay \\$5.5M to Settle Suits Over False Rankings Data](#)

Regardless of future legislation, advertisers and marketers must recognize growing consumer awareness around privacy and realize it's not just data breaches that cause brand damage. Just as problematic is use of end-user information without the customer's blessing. [Everything Is PII](#)

## **SPONSORED RESEARCH**

New funding? Don't count on it. Payment on existing grants? On pause. Peer-review of pending grant applications? Postponed. The longer federal agencies stay dark, the more grant applications will pile up, delaying groundbreaking science and cutting off the work that early-career scientists can do before they go up for tenure. What will happen when government operations restart? History indicates the road to normality will not be easy. [The Government Shutdown Is Reaching Historic Territory. Here's What That Means for Higher Ed.](#); [If History Is Any Guide, End of Federal Shutdown Won't Bring Quick Relief for College Researchers](#)

## **STUDENT EXPERIENCE**

The government's main means of easing hunger is limited for college students — and poorly understood. Changes in the Pell Grant and other financial aid might be adding to the students' hunger. Institutions and some states are taking the matter into their own hands. [The U.S. Did a Major Report on Campus Hunger. Here Are 3 Takeaways.](#); [Millions of College Students Are Going Hungry](#); [Federal Report Agrees Some Low-Income College Students Are Going Hungry](#)

Many scholars say that aggressive, adversarial questioning is more likely to distort reality than enable truth-telling. Research shows, for example, that a witness's nervous or stumbling response to adversarial questioning is more likely an ordinary human reaction to stress than an indicator of false testimony. [Keep Cross-Examination Out of College Sexual-Assault Cases](#)

On the negative side, more students are depressed and feeling suicidal than ever before, and almost half of students with depression are not getting treatment. On the positive side, more students are going for help—rates have almost doubled in a decade. Along with this, personal stigma has decreased considerably. [Rising Rates of College Mental Health Services Utilization](#)

Robots are bringing food to hungry students for a \$2 delivery fee. The autonomous 'bots are part of George Mason's student dining plan. They resemble mobile ice chests, traveling about 4 mph and carrying up to 20 pounds of food from Blaze Pizza, Starbucks, Dunkin', and a grocery store, with more options to be added soon. [George Mason students have a new dining option: Food delivered by robots](#); [Robots will deliver food and drinks to George Mason University students](#)

## **NEW ERM RESOURCES**

How we feel about consequences is especially central in the way we make decisions in the face of risk. Important cognitive biases erode the objectivity of our risk-related decisions in several ways. 1) Emotions Override Probability: When consequences evoke sharp and strong emotional reactions, the probability of an event happening tends to carry little weight in the choices people make. 2) How We Contextualize Risks: Individuals perceive threats more strongly when they emerge at the same time rather than each at a different time, even if the threats are all independent. 3) Risk Versus Uncertainty: As in the case of judgement involving risk, people are also subject to biases in their judgements in situations involving uncertainty. At the end of the day, the best solution is a manager with risk competence and an awareness of all relevant risk information and the common psychological biases that color the decision-making processes of most individuals. With these tools, a risk manager can make an informed and efficient risk-management decision. [The Cognitive Mistakes That Plague Risk Managers](#)

Most companies are unprepared for a volatile, uncertain, complex, and ambiguous (VUCA) business environment. Directors should consider the following 5 recommendations to enhance their risk governance and oversight: 1) Incorporate disruptive risks into the board agenda. 2) Ensure that fundamental ERM practices are effective. 3) Consider scenario planning and analysis. 4) Ensure board-level risk metrics and reports are effective. 5) Strengthen board culture and governance. Finally, there is an opportunity side to risk. There are positive and negative black swans. A company can invest in the positive ones and be prepared for the negative ones. For every company that is trampled by a gray rhino, another company is riding it to a higher level of performance. By addressing the white elephant in the boardroom, a company can remediate an unspoken but serious problem. In the current environment, board oversight of disruptive risks represents both a risk management imperative and a strategic business opportunity. [An Animal Kingdom Of Disruptive Risks](#)

Examples of how ERM has added value detailed in the study range from specific risks that were only brought to light through the ERM process, to improved risk awareness, to risk-based capital allocation decisions. [The Value Proposition for ERM: From Intangible to Tangible](#)

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