

# EMERGING RISKS WITHIN INTERNATIONAL PROGRAMS

March 10, 2017

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## Defining Emerging Risks

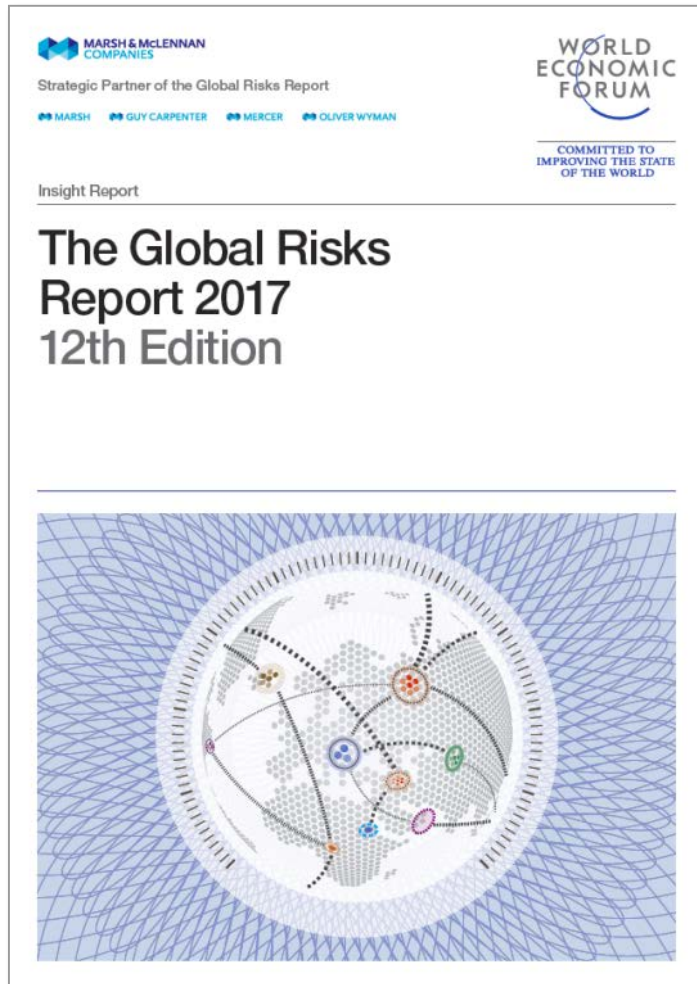
“I really don’t have a whole lot of time to identify *emerging* risks because I’m too busy dealing with the things that I already know about.”

— RISK MANAGER AT A PRIVATE UNIVERSITY

## Internationalization at It's Core

- Terminology no longer only linked to “study abroad”
- HE Presidents aggressively embed internationalization as a core area of operation
- New revenue drivers broaden the “risk profile”
- Geo-political dynamics impact ability to perform business
- Hostile bureaucracy = unstable environment

# World Economic Forum: The Global Risks Report 2017

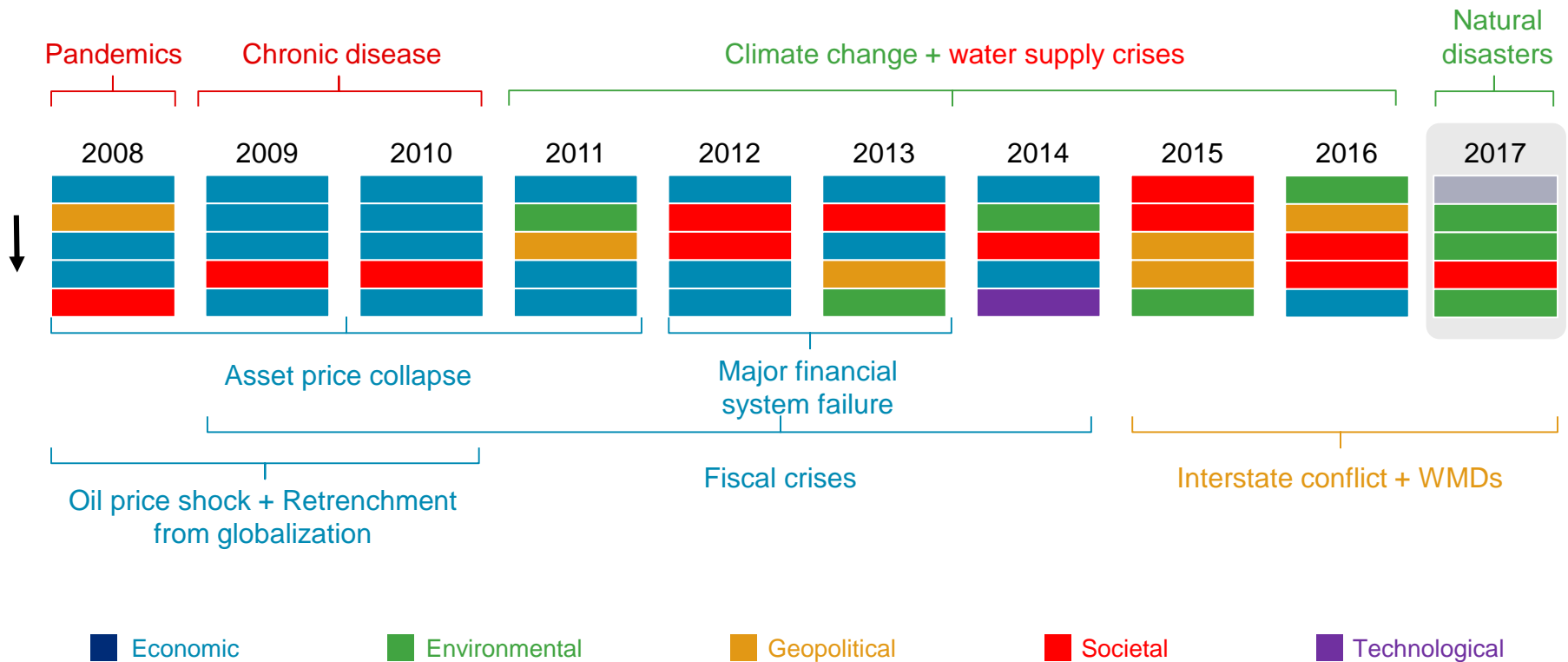


## Commentary

- Twelfth year of existence
- Rooted in a survey that tapped into ~750 experts from across the world
  - 30 global risks plotted: economic, environmental, geopolitical, societal, technological
  - 13 trends identified that can amplify global risks
  - 12 key emerging technologies that are set to drive the 4<sup>th</sup> Industrial Revolution
- Additional views of ~13,000 company executives on the leading risks to doing business in their country
- High-level discussion on key social and political challenges
  - Challenges to democratic leadership
  - Constraints to civil society activities
  - Future of social protection systems
- Special section on 4<sup>th</sup> Industrial Revolution issues
  - Perceptions and governance requirements
  - Artificial intelligence
  - The future of infrastructure

# In recent years, environmental, societal and geopolitical threats have come to supplant economic risks as issues of greatest concern

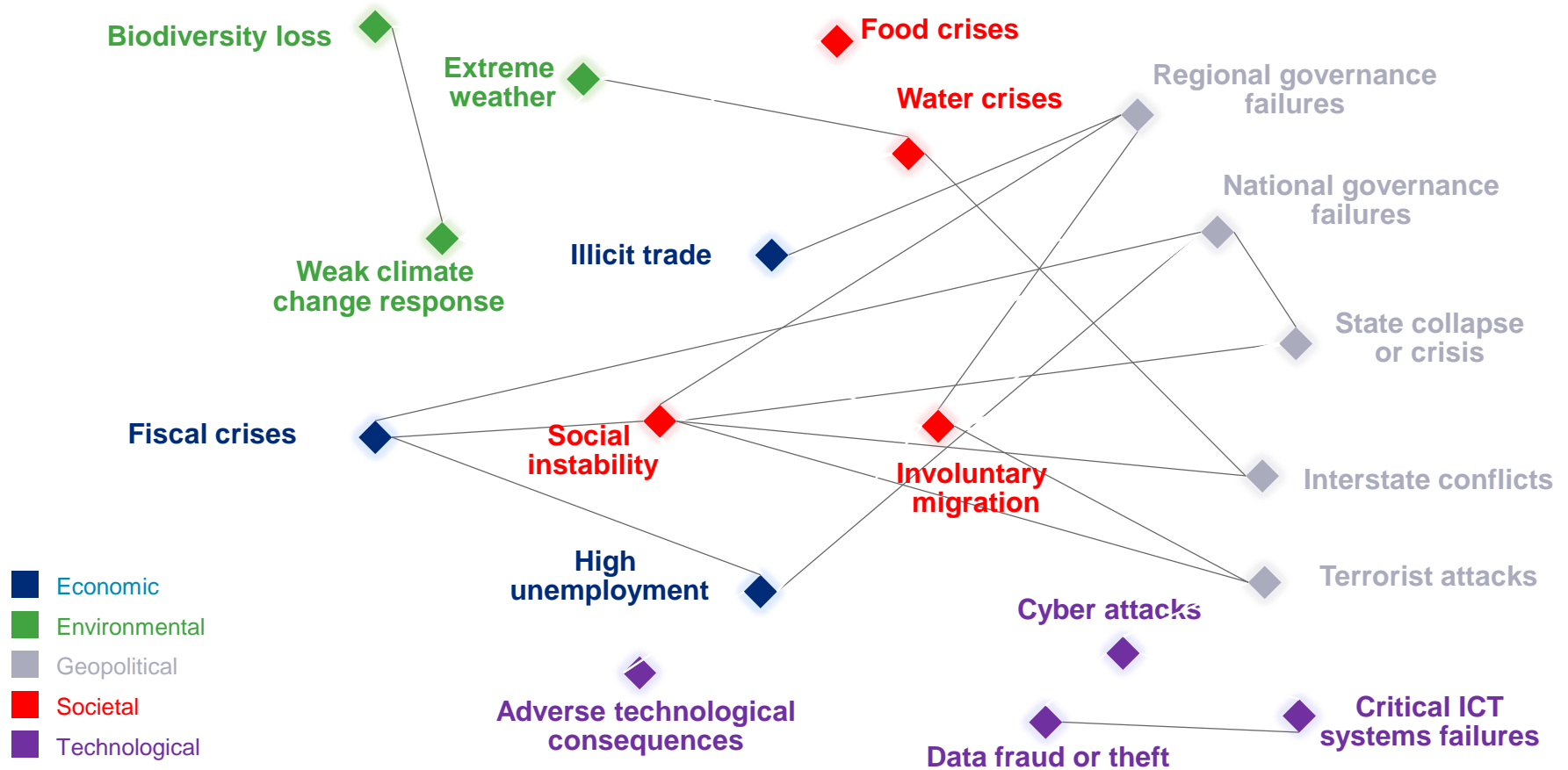
## Top 5 risks in terms of potential impact 2008–2017



Note: Over the ten years, the report has adjusted the list of global risks and moved risks between categories. The depiction here assigns a consistent category for risks.  
 Source: World Economic Forum, *Global Risks Report 2017*

# Social instability and large-scale involuntary migration continue to be regarded as the most interconnected global risks

Risk interconnections map 2017

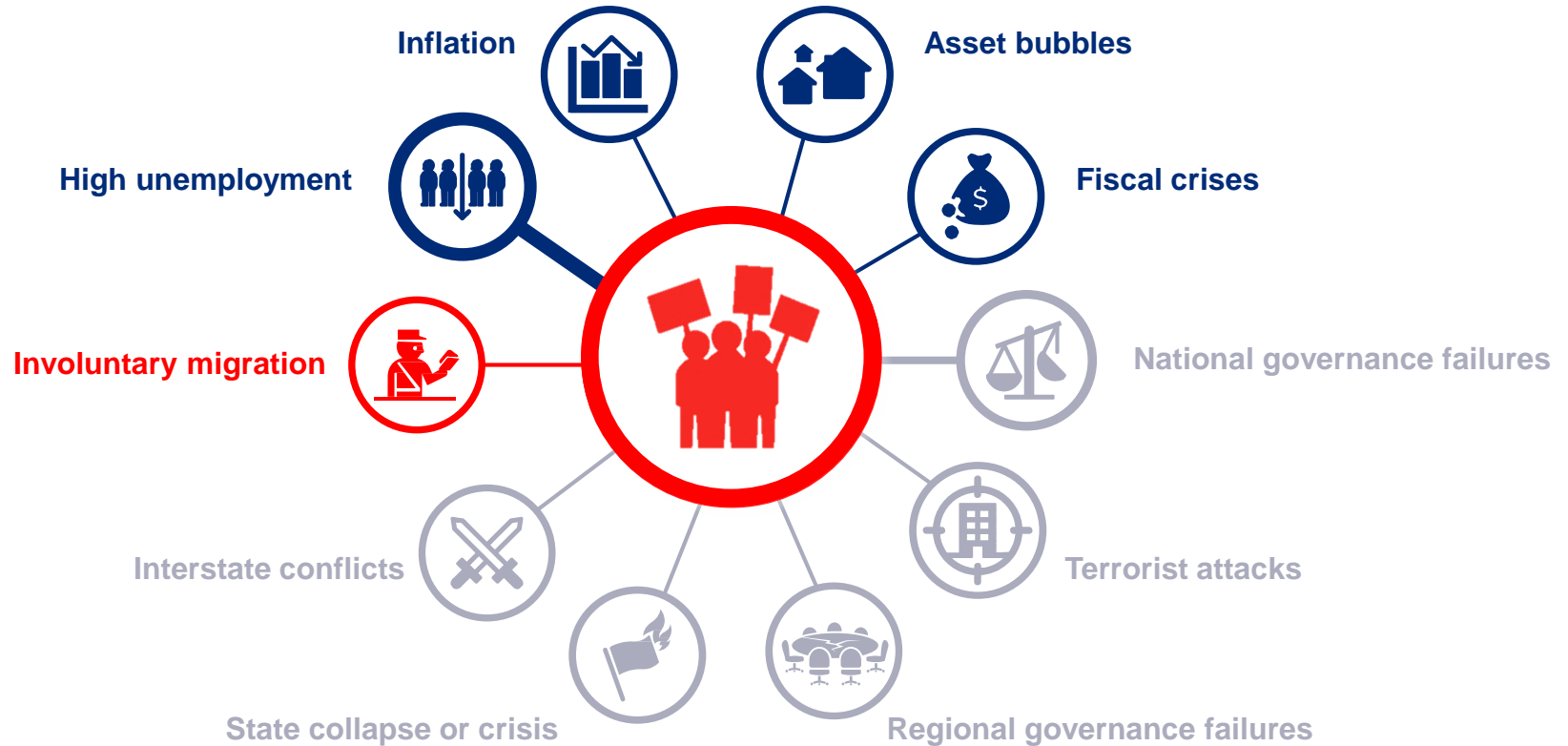


Note: Global Risk Perceptions Survey (745 responses worldwide): Respondents were asked to identify three to six pairs of the most strongly connected global risks. Thickness of connecting lines corresponds to citation frequency.

Source: World Economic Forum, *Global Risks Report 2017*

# Social instability is strongly connected to collection of economic and geopolitical risks – especially unemployment and national governance failures

## Social instability – Top 10 risk connections



■ Economic

■ Environmental

■ Geopolitical

■ Societal

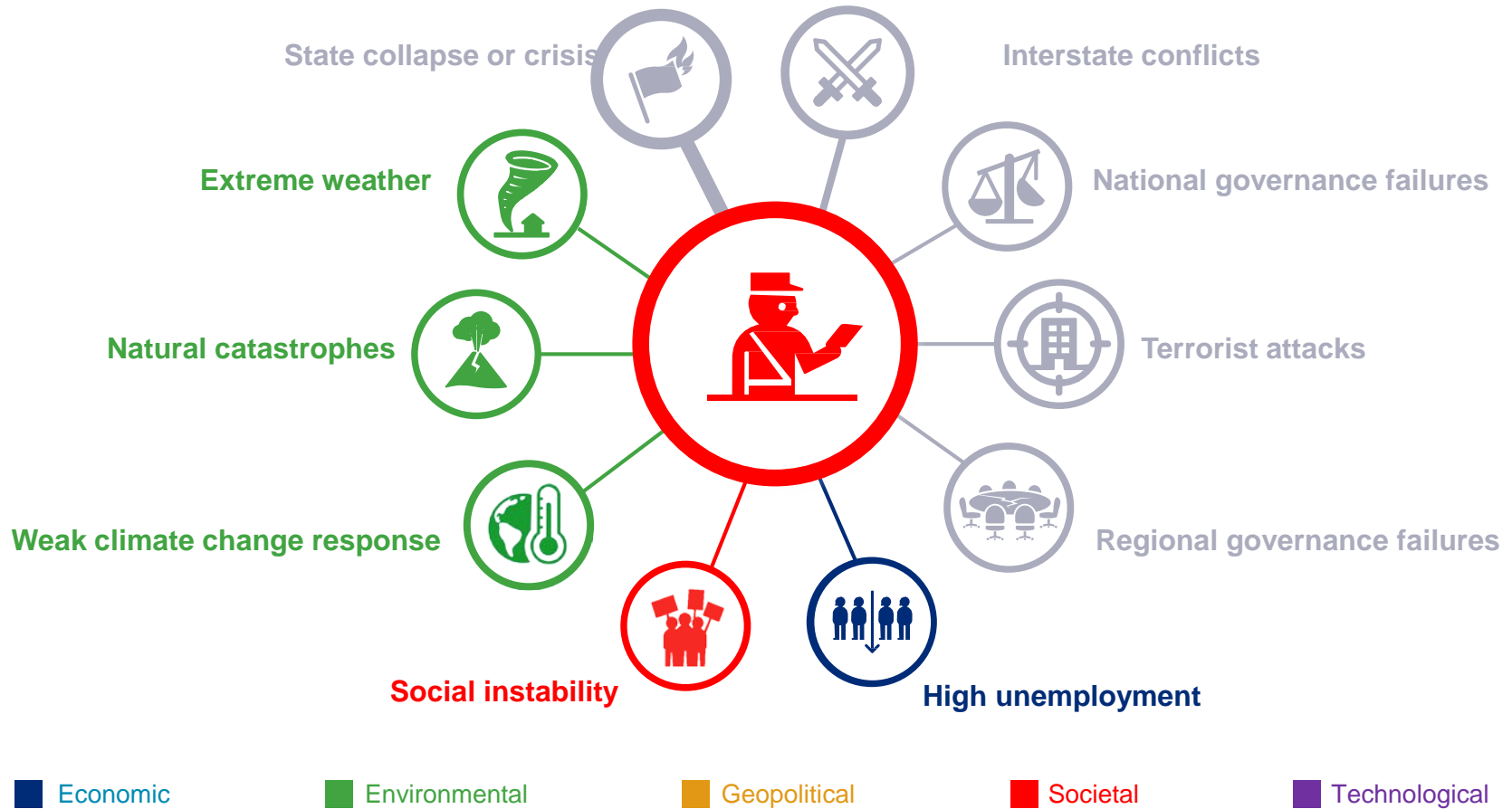
■ Technological

Note: Global Risk Perceptions Survey (745 responses worldwide): Respondents were asked to identify three to six pairs of the most strongly connected global risks. Thickness of connecting lines corresponds to citation frequency.

Source: World Economic Forum, *Global Risks Report 2017*

# Involuntary migration is likely to be driven by a combination of increasing geopolitical instability and environmental threats

## Involuntary migration – Top 10 risk connections



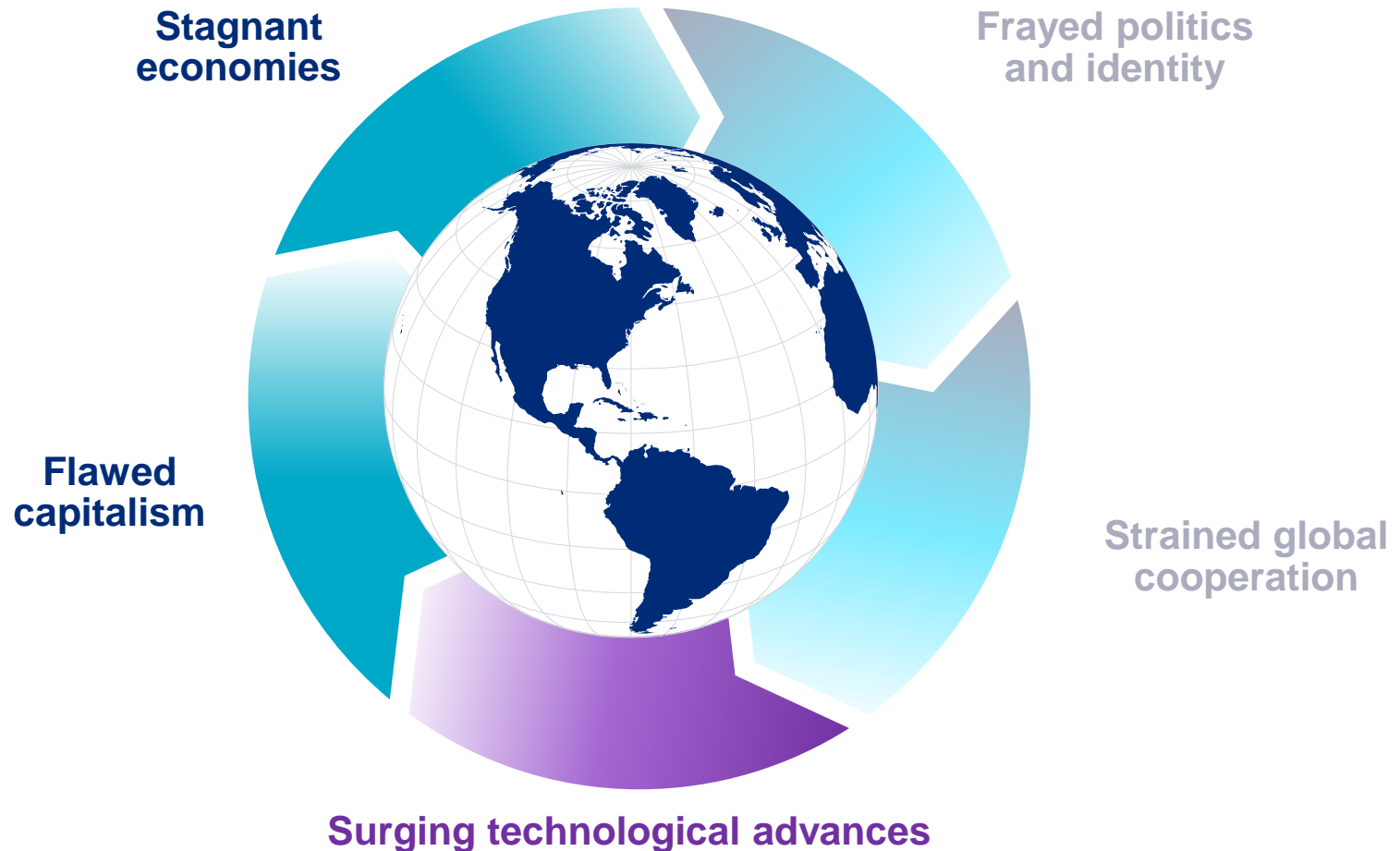
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# Five interconnected problems came to a head in 2016 to produce a year of turmoil and cloud the outlook for global prosperity and wellbeing

## Drivers of disruption



# The restoration of a stable political and business climate requires country leaders to find a sustainable path through some intractable challenges

## Inclusive growth

- Globalization vs. protectionism
  - Workplace innovation vs. job security
- Changing nature of work vs. social protection systems

## Political system reboot

- Popularity vs. populism
- Demand for change vs. institutional continuity
- Modernizing engagement vs. referendums

## Renewal of societal identity

- Nativism vs. migrants
- Assimilation vs. diversity
- Separatism vs. integration

# National social protection systems need a radical overhaul to meet the needs of current and future generations

## Challenges

- Changing nature of employment
  - Increase in cross-geography labor
  - Greater automation of functions
  - More non-standard contracts
    - Demographic shifts
      - Ageing populations
      - Labor migration
  - Weak economic conditions
    - Low investment returns
    - Low-income groups vulnerable



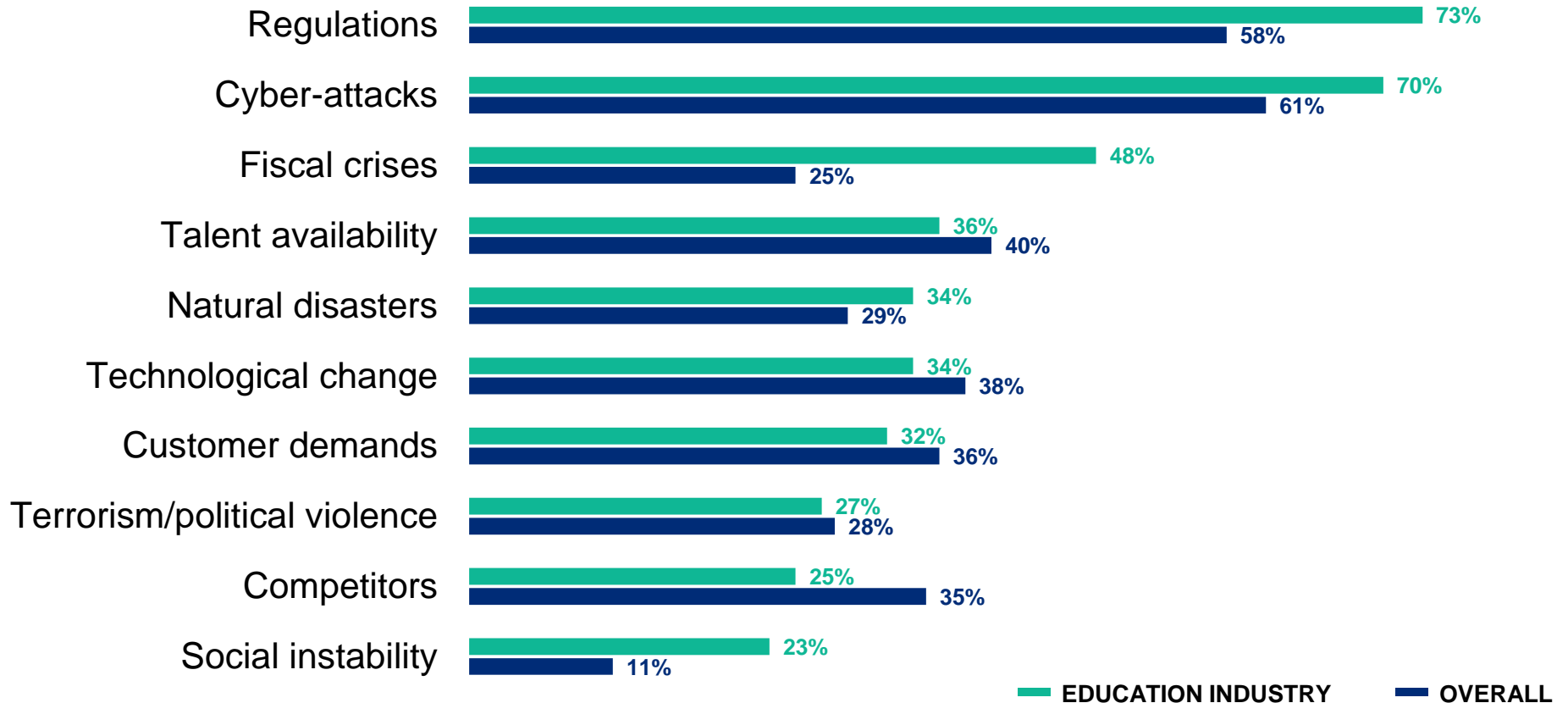
## Proposals

- Untether health and income protection from individual employers or jobs
- Revamp pension models to meet new realities of work and ageing
- Implement policies that combine labor market flexibility and individual participant security
- Roll out alternative models of income distribution
- Provide greater support for working in old age



# Emergence of Critical Risks for the Education Industry

From which of the following areas do you think the next critical risks for your organization will emerge?



The elevation of the risk function within the organization is something we're going to see more of. Having a seat at the executive table and also a direct connection to the board is definitely something I see increasing.”

— CHIEF RISK OFFICER AT A PUBLIC RESEARCH UNIVERSITY

# Risk Areas

- Revenue Streams
  - Foreign Students on home campus
  - Research partnerships outside USA
- Hostile bureaucracy
  - Student/faculty safety
- Internationalization Initiatives
- Regulatory attention
- Economic impact – STEM

## Trends and Related Risks

- Move to the developing world
- Increased competition
- Inconsistent academic, support and safety standards
- Highly volatile market
- More and more short term trips to the developing world

# IMPACT ON AN INSTITUTION



## Current Campus Climate

- Anxiety for students from the named countries
- Anxiety amongst international and American Muslim students
- Anxiety amongst other international students who believe their countries may be named next
- Uncertainty around the possibilities of travel
- Hold on processing applications for work permits, other changes in status

## Current Campus Climate

- Protests
- National day of protest
- Requests for campus support to combat national policy
- Student requests for meetings, assurance
- Parent requests for meetings, assurance
- Partner institutions' requests for meetings, assurance

# Strategies

- Programming
- Partnerships
- Communication
- Emotional Support
- Financial Support
- Information Sharing
- Educating Others

# Communication Strategies

- Presidential communication to the community
- Communication to affected students/faculty
- Communication to prospective students and families (impact on international recruitment?)

# Sanctuary Campuses

- Related issues and feelings
- State and national pressure regarding a declaration
- Petitions by student groups
- Abiding by state and federal law while meeting requests

# Emotional Support

- Helping counselors, staff be aware of current information, culturally appropriate support
- Collaborating with local faith organizations
- Calling on faculty and staff with related backgrounds to help support students
- Classroom and other accommodations due to anxiety

## Strategies to Help

- Consider collecting the names of community members/families of students/other students willing to house international students over the summer
- Consider working with campus employers to focus summer hiring on international students unable to go home or work off campus
- Schedule periodic check in meetings/town halls to update students
- Work with graduate faculty to extend graduate appointments through the summer

# PROFILE OF RISKS



## International Risks

- Some are new:

- terrorism
- supervise social and athletic activities
- prevent injuries caused by substance abuse
- provide adequate facilities
- transport safely
- prevent harassment
- currency exposure
- country specific inflation

- Some are not:

- student safety
- inexperienced faculty
- language and interpretation
- unfamiliar legal system
- evacuation
- substandard healthcare
- loss of communication
- student health issues

## Example of One Institution's Incident Statistics – Top 6 Incident Types

### 2014-15 (103 total)

- Illness 32
- Code of Conduct 14
- Hospitalization 13
- Other 7
- Theft 8
- Robbery 7

### 2015-16 (136 total)

- Illness 33
- Hospitalization 17
- Student Behavior 17
- Disciplinary Referral 13
- Program Complaint 12
- Mental Health 12

## Terrorism's Impact on Study Abroad?

- Guidelines for safe study abroad programs:
  - Security belongs at the foundation of a program
  - Designate a security manager or managers
  - Invest in security evaluations of host countries
  - Learn from institutions that have suffered critical incidents
  - Gain advice from a security professional
  - Consider risk and evacuation insurance
  - Avoid pitfall of “more remote, more rewarding”
  - Involve families
  - Develop security plans and nurture student awareness

\*SAFETI On-Line Newsletter,

## Best Practices

- Prevention, Prevention, Prevention
- Insurance and indemnification
- Rigorous student assessment & program evaluation system
- Selection of faculty and student participants
- Student orientation and re-entry support
- Solid Contracts

## Best Practices

- Protocols for taking students abroad
- Protocols for managing every student event
- Outsource to reputable providers
- Crisis Management Plan
- Business continuity Plan
- Evacuation plans (in-country and out of country)

# Standards for International Crisis and Safety Emergency Response

# When a Crisis Occurs?

- Because if you have a plan in advance and follow it in a crisis, you're less likely to omit key steps, panic, waste valuable time or make snap judgments in the heat of the moment.
- You need to know what to do immediately in a crisis

# Because of Pressure to Respond, and Fast

- We live in a 24/7 Media Age (CNN, Twitter, international cell phones)
- Everyone hears instantly about bad things that happen around the world (not always accurate, especially at first)
- Helicopter parents are hovering
- Safety is the #1 concern of parents and students today



# But How Should I Respond?

- Detailed crisis management plan for international programs:
  - Keep it simple, and
  - Dovetail with institutional plan.
- Training is key: All faculty and staff taking students abroad
- Orient your students on the plan
- Conduct drills: every program every term
- Utilize technology (e.g., required cell phones, text messaging, social media, email, to communicate)

# Train and Drill Your Team

- Do tabletop exercises to test and train your CMT
- Test reaching your CMT Members at varying hours (how quickly can you reach them?)
- Conduct post-crisis reviews when team is activated
  - what you did well?
  - what needs improvement?
  - lessons learned?
  - needed changes to plan/protocols)?

# The Best Laid Plans Include...

- Built In Redundancy
- Primary and secondary meeting locations
- Multiple means of communication
- Designated/trained team members/backups
- Provide crisis communications media training to your spokespeople
- Specify who speaks to the media

# Local Contingency Plans

- Each site abroad should have its own brief Local Risk Plan that:
  - Outlines key local risks, threats and dangers on-site
  - Summarizes how your Crisis Management Team (CMT) will respond to each (e.g., earthquakes, civil unrest)
  - Identifies specific primary/secondary meeting points in case technology fails
  - Orient students on-site to the local risks and plan.

# The First 30 Minutes....

- Communicate with on-site faculty/staff.
- On-site faculty/staff locate students, make sure they're safe and direct them on what to do.
- Alert home campus.
- Messages of reassurance and/or updates crafted and sent to key constituencies (e.g., senior officials, students, parents, etc.).

# Ongoing...

- Provide tools to communicate with home campus 24/7 and protocols on when and who to call (satellite phone in remote areas)
- Know where your students are and be able to reach them right away in a crisis or emergency
- Consider Travel Tracker® like database
- Continuously monitor global developments and closely communicate relevant risks/dangers

# Ongoing Maintenance...

- Create a system to train new CMT members, new faculty/staff taking students abroad and orient new students every term.
- Include training on institutional resources (e.g., medical and security evacuation, worldwide travel assistance, health insurance, repatriation, how to reach campus 24/7, local English speaking medical providers and counselors who will see your students).

# Review your Plan

- Be sure to review and update your crisis management plans and local contingency plans from time to time as protocols change, team members change, and other conditions change.
- Your crisis management plan should be a living document that evolves over time as circumstances warrant.



# Northwestern University: An Institution's Approach to Crisis Management



# International Risk Assessment Process – Northwestern University

- Formal policies governing undergraduate international programmatic travel
  - US DOS Travel Warning Countries
  - CDC Non-essential Travel Restrictions
- Exceptions submitted for approval to the International Risk Assessment Committee
  - Global Safety/Security, Risk Management, Associate Provost, Dean of Students, Legal Counsel, Student Health, Mental Health
  - Makes final recommendation to Provost on approval/denial

# International Risk Assessment Process – Northwestern University

- Request information
  - Overview and international context
  - Letter of academic endorsement
  - Risk management plan
- Approval criteria
  - General risk management approach and academic relevance
  - Partner institutions and local resources
  - Consultation with on-site individuals or representatives from government agencies
  - Peer approaches

# International Risk Assessment Process – Northwestern University



## Travel Permission Request Guidelines (Undergraduate Approved Study Abroad Programs/Group Travel)

It is the responsibility of a representative from the sponsoring academic or administrative unit to apply for Travel Permission Request (TPR) for a new or modified education abroad program, a one-time group trip or re-occurring group trip in a location subject to a [U.S. Department of State \(DOS\) Travel Warning](#) or a [Centers for Disease Control and Prevention \(CDC\) Travel Notice Warning Level 3: Avoid Nonessential Travel](#). The Office of Global Safety and Security will assist in the development of a Travel Permission Request. Applicants should make every effort to avail themselves of this assistance.

Requests should include the information in memo format, not exceeding six pages single-spaced:

### 1) Overview

A summary of the rationale for travels to the specific site:

- a) An introduction that summarizes the experience to be undertaken, its exact location, duration and purpose (or a description of activities) and introduce any institutional or organizational partners. The proposal should also address whether this is intended to be a one-time offering or a recurring opportunity, and if course credit is offered, indicate whether or not it will count as credit toward a degree or a general requirement.
- b) A reference to the general nature of the applicable Warning and its most recent issue date, plus an explanation of the compelling academic or experiential rationale for this program location (as opposed to a location not subject to a Travel Warning).
- c) A proposed itinerary, including a short description of arrival/departure transportation logistics, housing/classroom or other regularly used facilities, including an explicit description of security measures.
- d) A profile of the type of student this program or experience would attract (age/standing, major, academic motivation, language ability, etc.) and the likely enrollment.

### 2) List of relevant links

- a) [U.S. Department of State \(DOS\) Travel Warning](#)
- b) [U.S. Department of State Country Information Sheet](#)
- c) [CDC Country Profile](#)

### 3) Institutional or organizational context (if applicable)

This section explains the institutional or organizational context of this activity and any institutional health and safety support for the student and should:

- a) Describe on-site organizational or institutional support for health and safety that would mitigate the concerns raised in the Travel Warning. Include relevant information about local staff and any related training or experience for managing health, safety, or security issues.
- b) Note whether other Northwestern students participated in this program or engaged in similar activity at this location. If possible, the proposal should provide their names and contact information for Committee follow-up.

### 4) Health, safety, emergency, and evacuation plan



## Travel Permission Request Guidelines (Undergraduate Individual Experiences or Unaffiliated Study Abroad Programs)

It is the responsibility of the student to identify a Northwestern University staff or faculty member sponsor to assist in the submission of a Travel Permission Request (TPR) for an "individual educational experience" in a location subject to a [U.S. Department of State \(DOS\) Travel Warning](#) or a [Centers for Disease Control and Prevention \(CDC\) Travel Notice Warning Level 3: Avoid Nonessential Travel](#).

An "individual educational experience" refers to an unaffiliated study abroad program or an individual proposing non-credit/non-study abroad university-sponsored travel. Individual students enrolled in [approved study abroad programs](#) do not have to complete this process, but will be required to sign a special release. Students *seeking credit* for participation in an unaffiliated study abroad program located in a country with a Travel Warning must first contact the Associate Director of the Study Abroad Office to determine if credit transfer from the proposed institution is possible. They will need to provide the name of the staff or faculty sponsor, a link to the program's website, and possibly a sample transcript.

All applicants, whether traveling for credit or not, must inform the Office of Global Safety and Security (OGSS) of their plans to submit a TPR at least one quarter prior to departure so there is sufficient time for the OGSS to assist in the development of a TPR. Applicants should make every effort to avail themselves of this assistance.

Requests should include the follow information in memo format, not exceeding six pages single-spaced:

### 1) Overview:

The summary of the rationale for travels to the specific site:

- a. An introduction that summarizes the experience to be undertaken, its exact location, duration and purpose (or a description of activities). It should also briefly describe institutional or organizational partners. The proposal should also address whether this is intended to be a one-time offering or a recurring opportunity, and if course credit is offered, indicate whether or not it will count as credit toward a degree or a general requirement.
- b. A reference to the general nature of the applicable Warning and its most recent issue date, plus an explanation of the compelling academic or experiential rationale for this program location (as opposed to a location not subject to a Travel Warning).
- c. A description of the student or students proposing to participate in this experience (age/standing, major, academic motivation, language ability, prior travel experience, etc.) and the applicability of this experience to the student's academic or professional development.
- d. A proposed itinerary, including a short description of arrival/departure transportation logistics, housing/classroom or other regularly used facilities, including an explicit description of security measures.
- e. If applicable, a description of any additional activities to be undertaken, including any field trips/overnight excursions to other locations outside the main city of study (that are part of the itinerary).

### 2) List of relevant links

# International Risk Assessment Process – Northwestern University

- Expedited reviews
  - Localized safety concerns outside of travel destination
  - Regular travel locations (Mexico, Israel)
- Graduate students
  - Submit travel plans along with faculty support
  - Sign graduate student travel waiver

## Northwestern University – Pre-Departure Requirements

- 30 minute “International Risk Management for Students” online course
- Obtain required Northwestern international travel insurance
- Enrollment in STEP
- Register travel
- If pre-existing health concerns, disclose to Safety/Security and develop management plan with insurance provider

