

Examples of Risk Management at Universities and in Departments

University / Campus / School system level

Campus Risk Management: What Could Possibly Go Wring Here?

Audio Conference presented by Ann Franke, Wise Results LLC on July 20, 2006.
Available from Magna Publications.

- Main categories are Financial, Operational, Life Safety, Compliance, and Reputational
- Risks to consider at departmental level include teaching risks (poor teacher/student boundaries, bias or fraud in grading, harassment, injury in classroom or laboratory, targeted violence against a professor), research risks (loss of research data or specimens, misuse of grant money, data fabrication, plagiarism, failed collaborations), tutoring risks, email privacy risks (non-university accounts), unfair student discipline, discrimination, plagiarism, embezzlement, tenure denial complications and lawsuits, loss of computer data, field trip accidents, suicide
- Other notes: importance of recordkeeping; importance of units consulting with campus risk management committee; Make it happen - don't get bogged down in long lists and details, it is most important to do something for the risks you can agree on, otherwise the initiative will die; need to be a learning organization relative to learning from risks experienced (your own and others); Who is responsible - everybody in the organization must manage risk
- Summary: Take a broad view of what could go wrong, take incremental steps for improvement, enlist help from others, follow up and adjust and keep at it.
- See "Bad things happen to Good Professors and Deans," Change Magazine, May/June 2003

A Primer for School Risk Management

Dennis R. Dunklee and Robert J. Shoop, Allyn and Bacon, 1993.pp 71-72, 80, 97

Safety Checklist for Laboratory Teacher (see pdf)

"While student instruction or employee training involves the instruction in, or training for, a particular skill, school employees are also responsible for instilling in the student or employee the proper behavior for individual safety. It is not sufficient to merely inform or warn of risks; there must also be an understanding and appreciation of that risk. Appreciation is influenced by factors such as experience, mentality, and obviousness of the danger. While formal warnings may be sufficient for some, others may need the warning reinforced through comparison of the current danger with other dangers about which the student or employee is already knowledgeable."

"Student instruction or employee training can be deemed inadequate, and therefore negligent, if a student or employee is not warned of the dangers of a particular activity and has not been taught to appreciate such dangers. The standard for conduct in this area is that of a reasonable person in like circumstances."

"In a Louisiana case the court found a school negligent when it failed to properly instruct a high school student about the dangers and proper use of an alcohol burner. When the burner went out and the student attempted to relight it, it exploded in her hands. The court concluded that the teacher failed to anticipate an accident and provide proper warning and instruction."

"A Tennessee court found a teacher negligent in not providing adequate instruction in the proper use of a drill press and not warning students of the dangers of using the machine. As a result, a student suffered a head injury during the operation of the drill press."

"Cases like these that involve various aspects of student instruction or employee training frequently come before the courts, and school district employees have been found to be negligent in:

- Inadequately warning about the danger of a particular experiment, piece of machinery or equipment, game or exercise, or a facility or grounds problem
- assigning activities or job-related tasks beyond the skill or training level of students or employees
- deviating from the syllabus
- not providing and enforcing safety rules and regulations, or not providing adequate training
- not developing and implementing injury prevention plans"
- Inadequate supervision and failure to foresee events that led to a student's injury

"Effective risk management requires effective leadership" (pg 9)

Cal Poly

http://www.afd.calpoly.edu/risk/risk_mgmt.html, , accessed 2/28/07

- Includes good examples of risks and a link to a Risk Management short course.

University of Illinois

<http://www.dps.uiuc.edu/crm05.htm>, , accessed 2/28/07

- Includes examples such as a Policy on Computer Security

Ohio University

June 19, 2006: A newly created department, Safety and Risk Management, will be a combination of the Environmental Health and Safety, Insurance, and Worker's Compensation areas. The new director of this department will report to the Vice President for Finance and Administration.

OU Environmental Health and Safety Department,

<http://www.ohiou.edu/ehs/general/risk.htm>, accessed 2/28/07

Ohio University does not have a centralized, enterprise-wide Risk Management Division. This responsibility is shared by several important departments within the institution. Many of the risk management functions of the institution are handled by the Dept. of Environmental Health & Safety. This includes prevention

of injuries, disease, and fatalities, protection of buildings, facilities, and research, as well as regulatory compliance and related issues.

Departmental / academic unit level

Ohio University - Mechanical Engineering Department

http://www.ent.ohiou.edu/~kremer/ChairStuff/MEDept_RMP.html, accessed 2/28/07

- Includes a description of the risk assessment process as well as results for a Mechanical Engineering Department in the areas of the Undergraduate Program, Safety; the Graduate program; Department and Personnel, and Communications and Relations.

Special Situations:

Managing the Risks of Work-based Learning: A Resource Guide, The National School-to-Work Office, Washington DC, U.S. Government Printing Office. 1998. (available via ERIC, ED419982)

- service learning, co-op, field trips,...

" Schools also have a duty to students engaged in off-site activities when the school assumes and exercises control of those activities. For example, where off-site activities consist of school field trips or classes taught by instructors employed by the school, the school owes a duty of care to the students and would be liable for injuries resulting from a failure to properly supervise students."

" Students participating in service learning and work-based learning will be engaged in off-site activities as part of their school curriculum. Schools will exercise varying degrees of control over students' work-based learning or service activities, but in general, school personnel will not be able to directly supervise students working off of school premises. Some students will engage in potentially hazardous activity or come into contact with potentially hazardous instruments during work-based learning. While the case law provides useful principles that can be applied, there is little specific guidance as to how far the school's duty of care will extend. Where schools do have a duty to students at community service sites and in work-based learning, that duty may generally be satisfied by taking the steps reasonably necessary to avoid foreseeable harm."

**TABLE 1
SCHOOL DISTRICT RISK MANAGEMENT**

<u>Activity</u>	<u>Perils</u>	<u>Hazards</u>	<u>Degree of Risk</u>	<u>Strategies</u>
group site visits	injury to student	lack of supervision; impulsive behavior	low	pre-visit instruction; supervision by school personnel

individual job shadowing	injury to student	lack of supervision; lack of understanding of work environment	low	pre-visit instruction obtain assurances from employer that student will be properly supervised by specified individual
unpaid work experience	injury to student	lack of supervision; lack of understanding of work environment; conditions or instrumentalities in work environment	medium to high depending on work environment	safety training; employer assurances that student will be properly supervised and that supervisor has been trained to provide supervision; training agreement; monitoring of work site activities; student accident insurance; school district liability insurance
paid work experience	injury to student	lack of supervision; lack of understanding of work environment; conditions or instrumentalities in work environment	medium to high depending on work environment	safety training; employer assurances that student will be properly supervised and that supervisor has been trained to provide supervision; training agreement signed by student, employer, and school; monitoring of work site activities; student accident insurance; liability insurance
transporting students to and from work site	injury to student	careless driving; improperly maintained vehicle; road or weather conditions	low if school transports; medium if student drives	school transports groups of students to work site in vans; student accident insurance; school liability insurance

Ohio University - Education Abroad example

<http://www.ohio.edu/educationabroad/docs/upload/RISKMGMTPOLICY.PDF>