

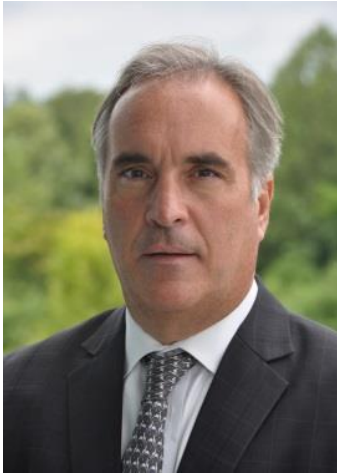


SCTEM  
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# **A HOLISTIC VIEW INTO A TRAVEL RISK MANAGEMENT PROGRAM IN HIGHER EDUCATION**

Lisbeth Claus, Ph.D., SPHR, GPHR, SHRM-SCP  
Professor of Management and Global HR



## WITH THE PANEL PARTICIPATION OF

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**Prof. Robert L. Quigley**

MD, D.Phil.

Senior Vice President & Regional Medical  
Director, Americas Region

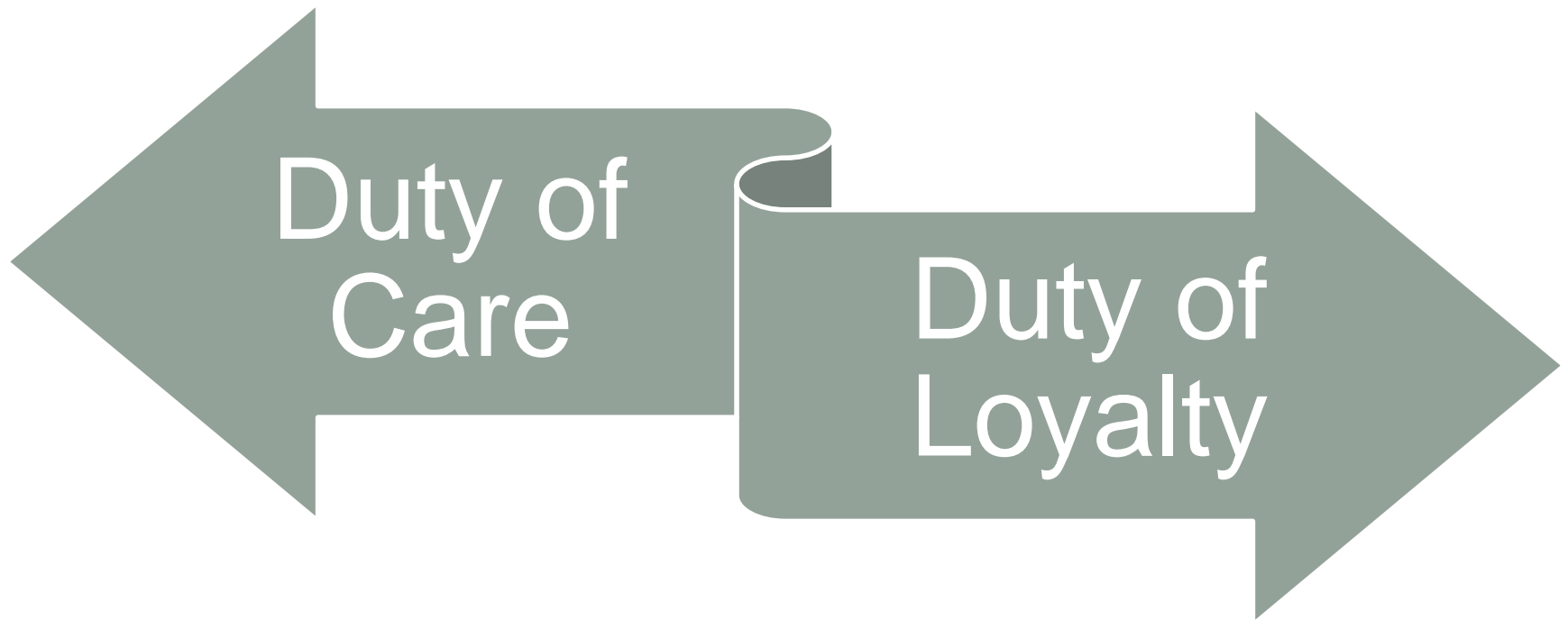
**Jessica Hessler**

Scholastic Manager, Americas

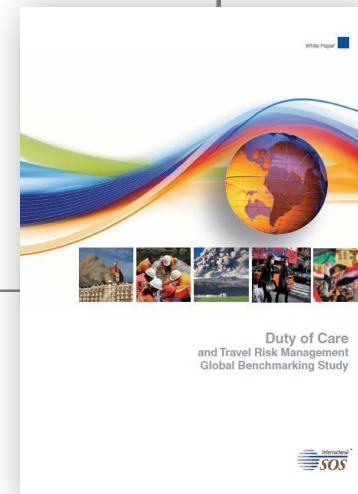
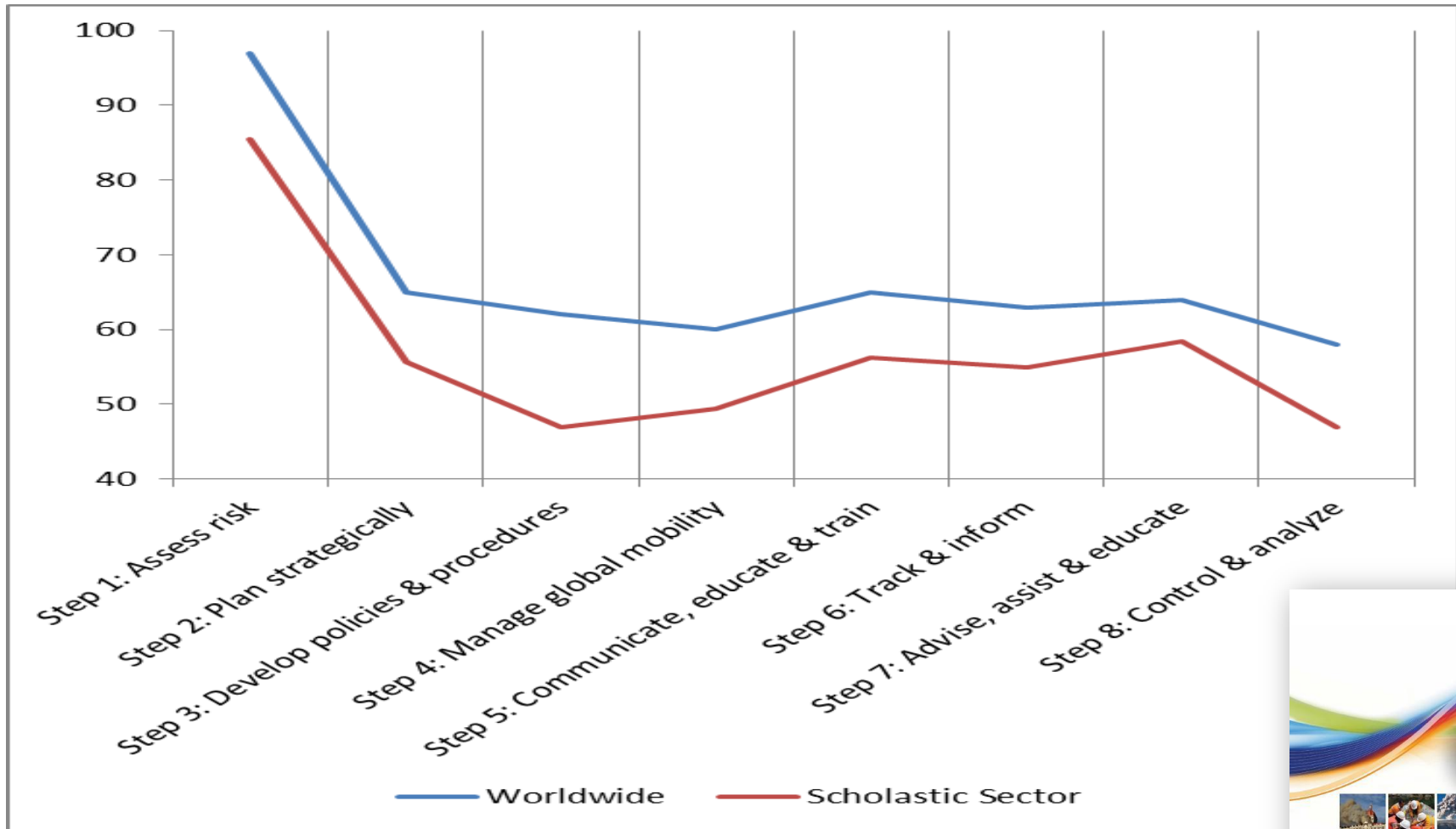


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# University Management



# Duty of Care Scholastic Sector Benchmark



# Managing Duty of Care Obligations in a University Setting

- U.S. legal context
  - Students vs university employees
  - Evolving doctrines
  - Four elements of negligence
  - *Case law: Boisson v. Arizona Board of Regents, et al., 2015)*
- Scholastic management environment
  - Evolving travel management (on demand economy)
  - 10 common mistakes universities make

## **Mistake #1:**

**Focusing duty of care attention on students while neglecting faculty and staff**

## **Mistake #2:**

**Relying on insurance as a  
substitute for duty of care**

## **Mistake #3:**

**Not having a formal organizational structure to deal with duty of care**



## **Mistake #4:**

**Failing to develop a robust duty of care risk mitigation plan**

## **Mistake #5:**

**Having vague or no travel  
authorization policies**

## **Mistake #6:**

**Failing to assess health, safety  
and security risk prior to departure**

## **Mistake #7:**

**Inadequately preparing students,  
faculty and staff for international  
travel**

## **Mistake #8:**

**Ignoring where their travelers are  
at all times**

## **Mistake #9:**

**Failing to enforce their travel  
management policies and  
procedures**

## **Mistake #10:**

**Poorly managing their reputational risk  
when incidents occur**

# PANEL DISCUSSION

## SELECTED DUTY OF CARE BEST PRACTICES AT UNIVERSITIES

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MODERATOR:  
**Jessica Hessler**

Scholastic Manager/Americas



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# Duty of Care University Best Practices

1. Online pre-departure training
2. Emergency notification system
3. Tracking student and employee travel
4. Behavioral health of study abroad students

# Duty of Care University Panel

## Tracy Rundstrom Williams

Ph.D., Associate Director,  
Center for International  
Studies



## Ross Stout

Director Security



**WILLAMETTE  
UNIVERSITY**

## Lisbeth Claus

Ph.D. Professor of  
Management and Global HR

## Laura McKeon

Ph.D., Associate  
Dean of  
International  
Education



## Robert L. Quigley

M.D., D. Phil  
Senior Vice President and  
Regional Medical Director,  
Americas Region



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# Discussion Format

1. Impetus
2. Design and implementation
3. Strengths/Areas needing improvement
4. Benefits/Stories

# ONLINE PRE-DEPARTURE TRAINING



Tracy Rundstrom Williams, Ph.D.  
Associate Director, Center for International Studies



# Impetus

- Challenge of providing required pre-departure orientation with small staff to large number of groups on campus and ensuring that they were trained *prior* to departure

# Design and Implementation

- Prepared an orientation on video (now 12 two-minute videos)
- Used SME from an existing PPT developed by International SOS and supplemented it with TCU-specific information
- Used freeware software to record PPT narration and Terra Dotta for student registration of risk management forms
- The student watches the videos, digitally acknowledges receipt of the information, and then takes an on-line quiz



# Strengths and Areas Needing Improvement

- 24/7 access
- Faculty and students take the pre-departure orientation at their own time and pace
- Consistency of the message
- Ability to ensure full compliance
- Generic nature of the content (not location specific)
- Faculty (can) supplement with country-specific content

# Benefits/Stories

- TCU Chorale group of 50 students going to Europe to perform
- Needed pre-departure training one week prior to departure
- Students and faculty had left campus but took the training on-line
- Group received daily automated messages and university could manage compliance





# ONLINE PRE-DEPARTURE TRAINING



Laura McKeon, Ph.D.,  
Associate Dean of International Education



# Impetus

- Students were utterly bored and inattentive when the information was presented in f2f sessions via several invited speakers and handouts
- On-line training provided a more student-friendly medium (i.e., webinar)



# Design and Implementation

- Collected all the SME content
- Worked with young tech-savvy person to develop the webinar
- Selected the music and edited every detail for accuracy, making sure the presentation was attractive and compelling for a younger audience



# Strengths and Areas Needing Improvement

- Final quiz to ensure that students took the webinar
- Zooming and music made the experience enjoyable
- Final quiz is weak on content



# Benefits/Stories

*When students come to me in a panic because they don't know the remaining steps they need to take, I send them to the webinar and they say, "Wow, that really helped."*



# TRACKING STUDENT AND EMPLOYEE TRAVEL



Lisbeth Claus, Professor of global HR



# Impetus

- Tracking travelers is one of the basic duty of care obligations after assessing risk (mistake #8: Ignoring where their travellers are at all times)
  - Usually linked to a preferred travel provider that has tracking capabilities
  - Many tracking tools are available on the market from providers
- Design and implementation issues

# Design and Implementation

Issues to consider:

- How reliable is the tool?
- Who falls through the cracks?
- What about co-travelers?
- Who owns the data and what are the established sharing protocols?
- Has it been tested during a crisis?
- What privacy issues are involved?
- How do we justify the cost/benefit?



# Strengths and Areas Needing Improvement

- Ability to track traveling students and faculty (and co-travelers)
- Acceptability by the users
- Vetting tools and vendors
- Follow-up crisis management plan

# Benefits/Stories

- Arab spring
- Natural disasters
- Study abroad incidents
- On-demand economy providers
- Law suits (U.S.)

# EMERGENCY NOTIFICATION SYSTEM



Ross C. Stout, Director Campus Safety



# VIDEO

(Willamette University)



# BEHAVIORAL HEALTH OF STUDY ABROAD STUDENTS



**Lisbeth Claus**, Ph.D.  
Professor of Global HR and  
Organizational Behavior



**Professor Robert L. Quigley**, MD, D.Phil,  
•Senior Vice President and  
Regional Medical Director, Americas



# Impetus

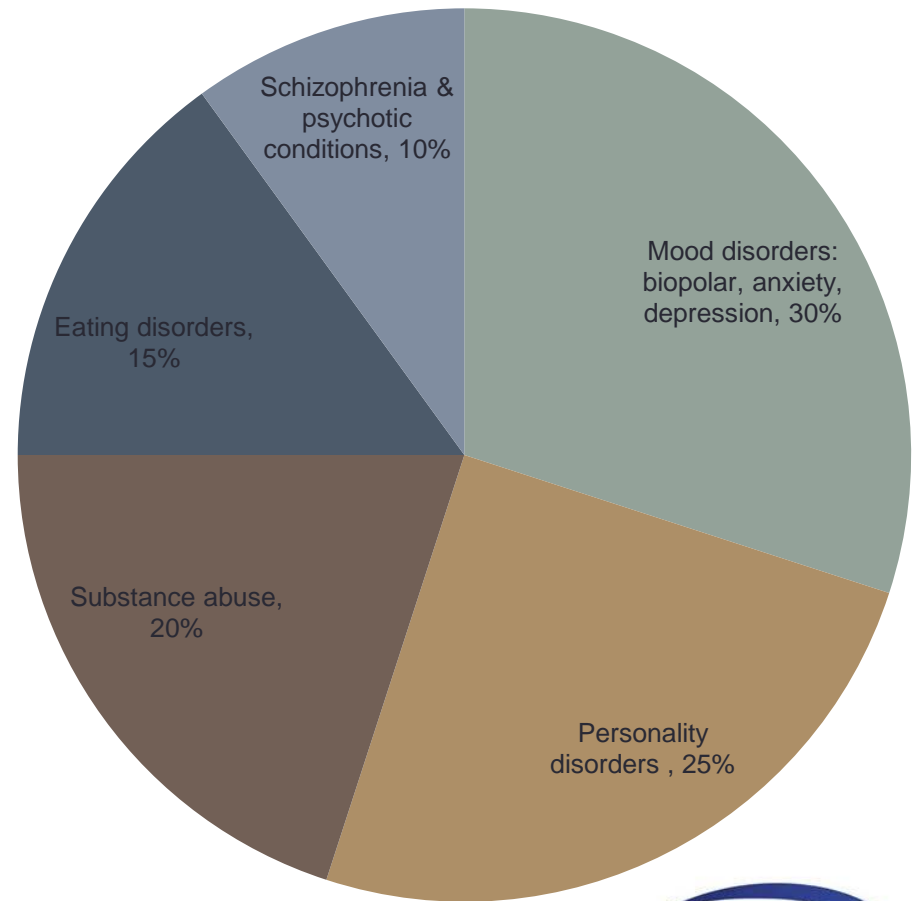
- Increased prevalence of mental illness in young adults on campus and off in recent decades
- Research (Quigley, Claus & Nixon, 2015) on Behavioral Health Morbidity for those Studying or Working Internationally (Forthcoming *Journal of Global Mobility*)
- Universities neglect both the study abroad population and their behavioral health

# Design and Implementation

- Raise awareness on the importance of behavior health of students in study abroad programs (outbound and inbound) through:
  - Research, publications, blogs, webinars and conference presentations
- Use medical, duty of care and university management expertise to assist universities

# Students with mental disorders are the most vulnerable travelers

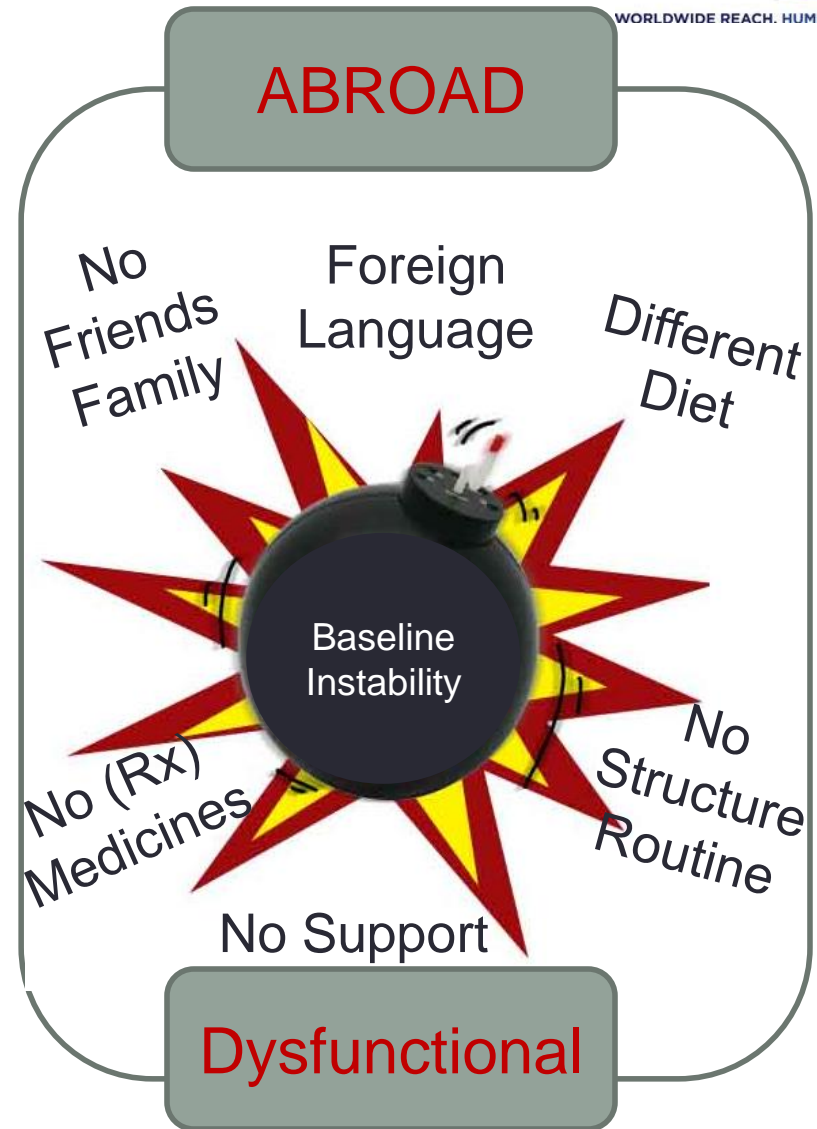
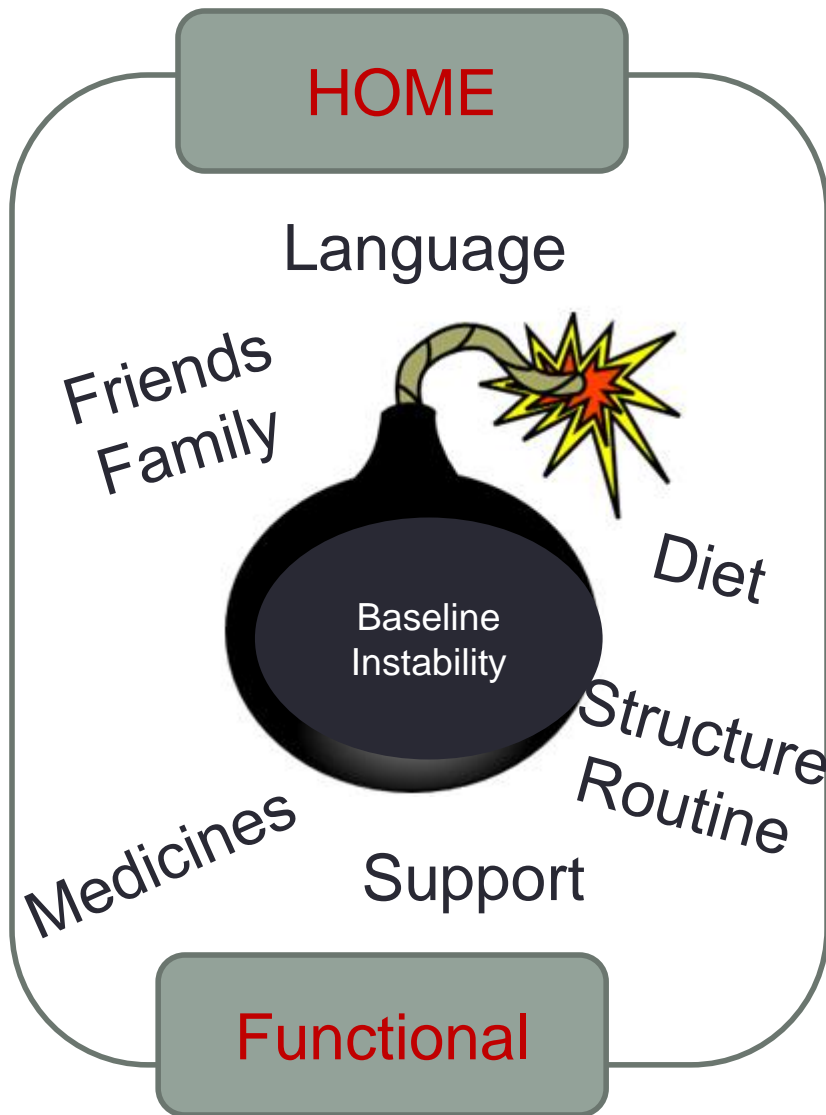
- Mental health issues are the 3<sup>rd</sup> most frequent request for assistance
- Most common mental health diagnoses
- Restrictions of travel insurance policies



Source: Diagnoses of Those Students Repatriated for Mental Health Issues (01/01/10 – 01/01/12), International SOS 2014.



# Student Risk Factors Home versus Abroad



# Best Practices for Behavioral Health

- Screening
- Pre-departure risk awareness
- Preparation
- Counseling
- Assistance and support while abroad
- Repatriation discussion

# Q&A for the Panel

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