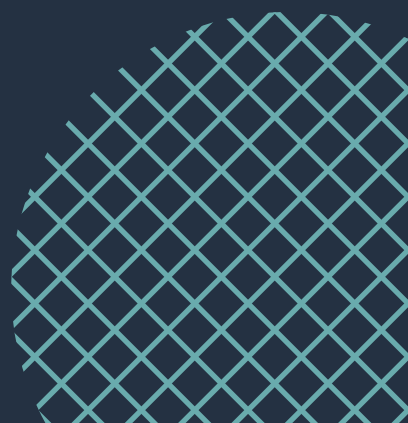


# Mitigating Risk at MIT

*A sampling of risk mitigation programs at  
the Massachusetts Institute of Technology*



**Office of Insurance**  
Massachusetts Institute of Technology



## Risk Mitigation at MIT

At MIT, risk management is about advancing the Institute's mission through risk-informed decision making. At all levels of the Institute, and with active direction from senior leadership, MIT's departments, labs, and centers manage and mitigate risk as part of their day-to-day operations.

While MIT is a decentralized campus, centralized administrative and academic leadership works to foster a culture of risk awareness that promotes intelligent, informed decisions consistent with MIT's values of excellence and integrity. The continual monitoring of risk—from active identification, management, and mitigation—is of paramount importance and is addressed through collaborative relationships with key stakeholders across the Institute.

One product of the collaborative and entrepreneurial spirit of MIT is the establishment of a framework the Institute uses to categorize the different types of risks it faces, developed by the MIT Office of Risk Management and Compliance Services (RMCS). By taking inventory of activities across campus, risk is understood centrally and is viewed with an emphasis on the impact that risk can have on the MIT community. While different types of risk are complex and can be placed in multiple categories, having a framework to simplify these concepts is crucial to community understanding and participation.

The following is a spotlight of some of the risk mitigation activities and processes that MIT has undertaken to manage an array of risks using the RMCS framework. This is not a comprehensive list but highlights some key risks and mitigation activities to manage such risks. It highlights the offices that are campus leaders in risk management and the collaborations that take place across units.

*“While MIT is a decentralized campus, centralized administrative and academic departments work to foster a culture of risk awareness that promotes intelligent, informed decisions consistent with MIT's values of excellence and integrity.”*



## MIT's Institutional Risk Framework

The MIT risk framework inventories the risk across campus and all business units with an emphasis on the impact that risk can have on MIT's reputation. Risks are generally characterized as follows:



### Compliance

Risk of loss from violations of law, regulation, or policy.



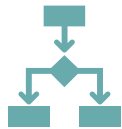
### Financial

Risk of loss or opportunities for gain related to the management of financial resources and assets.



### Behavior

Risk of loss or opportunities to learn from and address the conduct in the community that is inconsistent with MIT standards, values, law, or policy.



### Operational

Risk of loss or opportunities for gain from the sound management of MIT's academic research and operational activities.



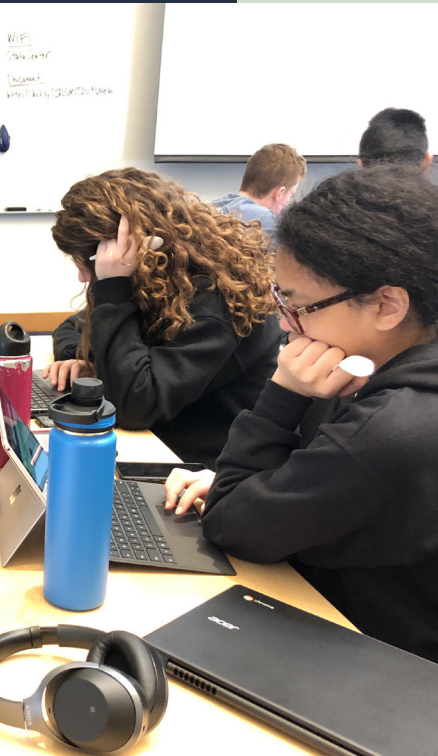
### Safety

Risks of loss from unsafe or unsecure activities on or off-campus, including risk of external events affecting MIT.



## Compliance

Risk of loss from violations of law, regulation, or policy.



### *Internal Training for Working with Minors on Campus*

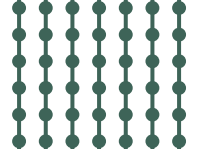
There are many programs at MIT that bring minor children—defined as anyone under the age of 18 who is not an enrolled MIT student—to campus throughout the year, including recreational day camps, educational outreach programs, internships, and events. MIT has historically relied on United Educators (UE) trainings to address issues related to minors on campus, but is now expanding its offering and developing MIT-specific training to help the community understand and apply the Institute's policies regarding minors consistently. The training will be available in Fall 2021 and include an overview of processes and guidance on safety, background checks, reporting abuse or neglect, and consent and liability forms. It will also include MIT-specific scenarios to help the community apply the examples to situations they are likely to encounter. Providing this information through an e-learning module will allow MIT to reach a large audience, keep track of those who have completed the training, and facilitate periodic updates of the content due to legal or policy changes.

# Financial

Risk of loss or opportunities for gain related to the management of financial resources and assets.

## *Covid Financial Updates*

The Covid-19 pandemic and resulting response has put considerable strain on the higher education community. For MIT, expenses included implementing a comprehensive Covid testing program, supporting students as they abruptly left campus, providing childcare support for staff, making significant upgrades to IT infrastructure to support online learning and remote work, and addressing a range of public health and safety measures. Revenue losses included income from housing and dining and fee-based programs and offerings. Despite these unexpected financial challenges, the Institute was able to tap into central reserves to meet expenses and absorb losses and remain financially strong.



## *Bond Ratings*

MIT's financial strength is reviewed periodically by both Moody's Investors Service and S&P Global Ratings. In July of 2021, the Institute maintained its "Aaa" and "AAA" ratings, respectively. Additionally, S&P evaluated the Institute's new bond offering at AAA stable rating and reaffirmed its AAA and AAA/A-1+ on existing debt.

## Behavior



Risk of loss or opportunities to learn from and address the conduct in the community that is inconsistent with MIT standards, values, law, or policy.

## *Assisting Policy for Intimate Exams*

The purpose of the 'Assisting Policy' is to provide patients and clinicians a consistent, respectful, and safe care environment for the provision of sensitive examinations. The Institute is implementing measures to ensure that patients receive care without experiencing undue embarrassment or concerns about unacceptable clinician behaviors, including inappropriate touching and sexual comments. The appropriate use of assistants in the examination room can provide comfort and protection to both patients and clinicians during sensitive examinations. According to the policy, MIT's physicians, including MIT's sports medicine physicians, should only perform examinations identified as "sensitive" with the appropriate use of specially trained medical assistants in the examination room.

## *Mental Health Services for Students*

Student mental health challenges are considered one of the highest risk areas in enterprise-wide risk assessments and remains a significant area of focus for MIT. With mental health conditions on the rise during the pandemic, the Institute has responded by reassessing outreach strategies and augmenting services for students.

MIT has made a range of mental health services available to students by focusing on the specific needs of this population. For example, the Institute has moved from a generalist mental health practice to engaging specialists in focus areas like trauma, eating disorders, addiction, LGBT+ community needs, and diversity, equity, and inclusion issues.

While many schools outsource mental health medical evaluations and prescriptions, MIT has in-house medical doctors and nurse practitioners available to the student population. The Institute has found that the students most at-risk are also the ones most likely to need medication. The ability to manage these at-risk students in-house, allows MIT Medical to stay in close contact with students to coordinate care and services with other campus resources.

Additionally, MIT has a nurse practitioner on-call on weekends which allows for support to be offered seven days a week. The service is also available to students who may otherwise see an outside provider that does not provide weekend care. As a result, MIT is well positioned to build relationships, improve trust, and provide support to a population of students to which they might not otherwise have access.

## *Mental Health Services for International Students during the pandemic*

At the start of the pandemic in March 2020, most of MIT's international student population left campus to continue remote learning from their home countries. This sudden change in location complicated the Institute's, and MIT practitioners, ability to reach students with an ongoing need for care and services. In August 2020, MIT contracted with a third party to meet international student needs for mental health services while outside the US. MIT will continue this offering at least through the summer of 2022.

**“By managing exposure in-house, MIT Medical is able to stay in close contact with students to coordinate care and services with appropriate campus resources.”**





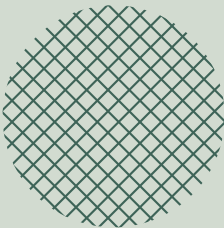
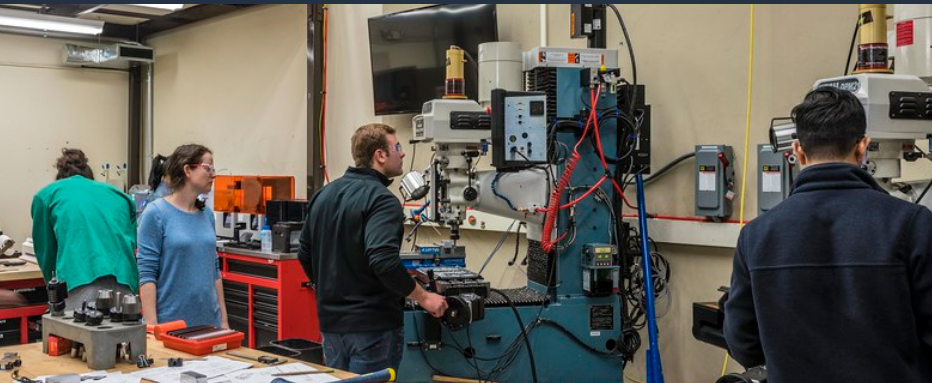
## Operational

Risk of loss or opportunities for gain from the sound management of MIT's academic research and operational activities.

### *Institute Discrimination and Harassment Response Office*

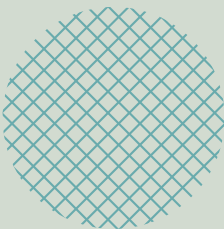
In 2020, MIT's Title IX office reorganized to ensure consistent training and handling of complaints for both students and employees, and became the Institute Discrimination and Harassment Response (IDHR) Office. Reporting to the Office of the Chancellor, IDHR is a central resource for the entire MIT community for concerns related to discrimination, discriminatory harassment, and bias. This centralization is part of an Institute-wide effort to streamline informal and formal complaint processes (for both students and staff) to ensure that a dedicated and well-trained team is available to address complaints regarding this type of behavior and establish centrally tracked incident reports at MIT.

*“ This centralization is part of an Institute-wide effort to streamline informal and formal complaint processes to ensure that a dedicated and well-trained team is available to address complaints and establish centrally tracked incident reports at MIT. ”*



### *Mandatory Harassment Training*

In January of 2021, MIT's Chancellor announced mandatory harassment prevention training for all employees and graduate students entering their third year of study. All participants were required to complete at least one [online training course](#) addressing topics ranging from culture change, incidence reporting, creating inclusive workplaces, bystander intervention, and preventing harassment. Going forward, training sessions will be required on a biannual basis.



### *Mandatory Harassment Training for Students*

In addition to required training for faculty, staff, and advanced graduate students, MIT uses sexual misconduct prevention and awareness [online training programs](#) to educate the student population at MIT. Currently, all incoming undergraduate and graduate students are required to complete a sexual assault prevention training. Undergraduate sophomores are provided a refresher course with an expanded curriculum that includes a module on diversity, equity, and inclusion.



## Safety

Risks of loss from unsafe or unsecure activities on or off-campus, including risk of external events affecting MIT.

### *Non-Employee Injury Form*

MIT Environment, Health, and Safety (EHS) Office recently partnered with the Office of Insurance to create and deploy a new Non-Employee Injury Form. The form will be used to capture pertinent information on non-employee (including student) injuries and near misses that occur either directly on MIT's premises or while conducting activities on behalf of MIT at an off-campus setting. The information will be used to determine whether additional or new risk mitigation strategies need to be deployed. The form will help to consistently document incidents, including witness statements, should the information be needed to defend a claim at a later date. Training of Institute stakeholders began in May of 2021 to prepare staff to use the new form in the Fall 2021.

### *Student Activities*

The MIT Office of Insurance continues to provide consultative guidance and recommendations to the Office of Student Organizations, Leadership and Engagement and the Association of Student Activities (ASA), to assist in managing certain risks associated with MIT's recognized student groups, as new groups are formed, or when new or recurring activities are undertaken that pose unique or inherent risks. In collaboration with other administrative offices such as EHS, the Department of Facilities and the Office of General Counsel, the Office of Insurance advises on strategies to reduce the risk of loss, based on best practices and procedures informed by peer institutions and insurers. A sample safety plan is available upon request.



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