



#URMIA2025

Putting ERM to Work: *A Tale of Managing International Travel Risk*

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Learning Objectives



- Identify the challenges in managing international travel risk
- Identify strategies for managing international travel risk
- Learn how to leverage your ERM Program to help manage travel risk

Agenda

- Duty of Care and Its Evolution in Higher Education
- Case Study: The Role of ERM in UMass' Development of a University Travel Risk Management Program
- Key Take-Aways



What is Duty of Care for International Travel?

Duty of Care for international travel is the legal and ethical ***responsibility*** of ***organizations*** (especially employers, schools, and institutions) to ***protect*** the ***health, safety, and well-being*** of their employees, students, or representatives while they are ***traveling abroad*** for ***work, official or academic purposes***.

Duty of Care Evolution in Higher Education



Duty of Care in higher education has iteratively evolved over the past few decades

Walk



2000's

International travel risk management generally grows as a body of work

Duty of Care in higher education has iteratively evolved over the past few decades

Walk



Trot



2010's

- International Risk Management develops as a professional field in higher education
- Organizations such as the International Safety and Security Professionals in Higher Education (PULSE) is established

Duty of Care in higher education has iteratively evolved over the past few decades

Walk



Trot



Drive



2020's

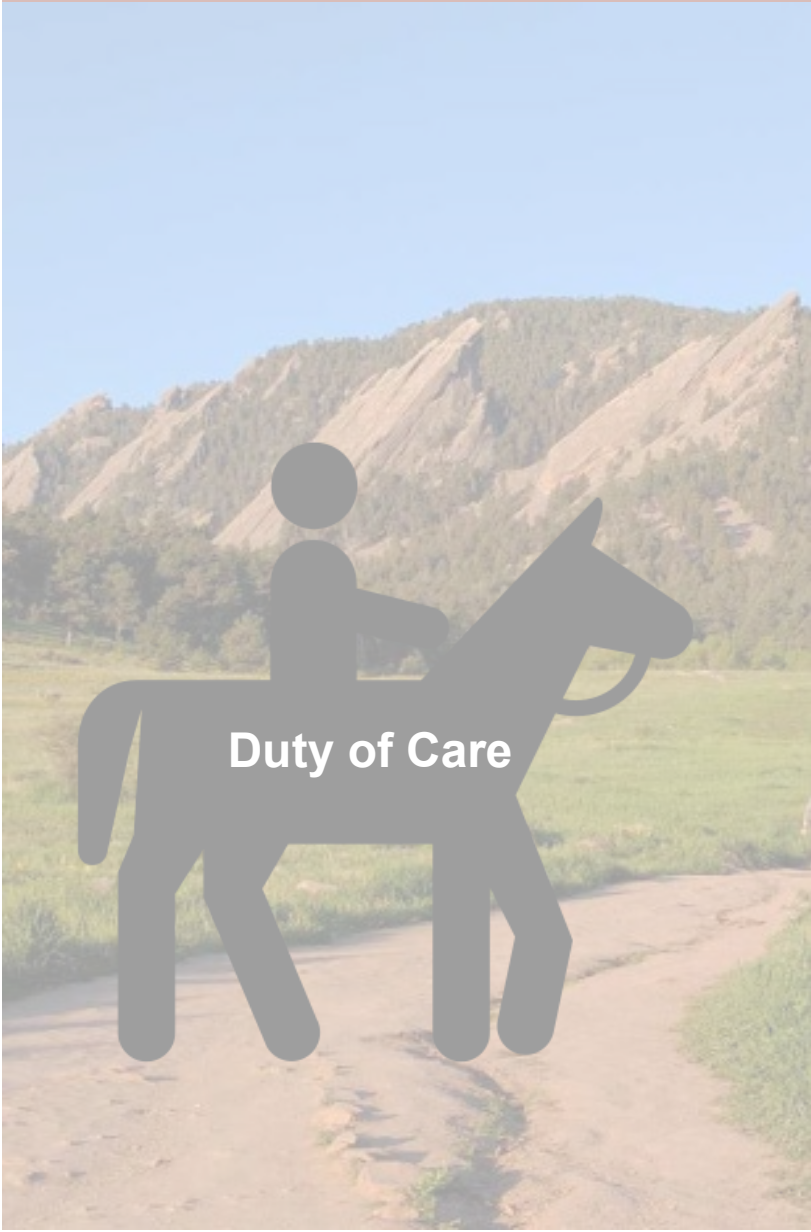
- Increase in formal travel risk management programs
- Release of ISO 31030 Travel Risk Management Guidance (2021)

Duty of Care in higher education has iteratively evolved over the past few decades

Walk



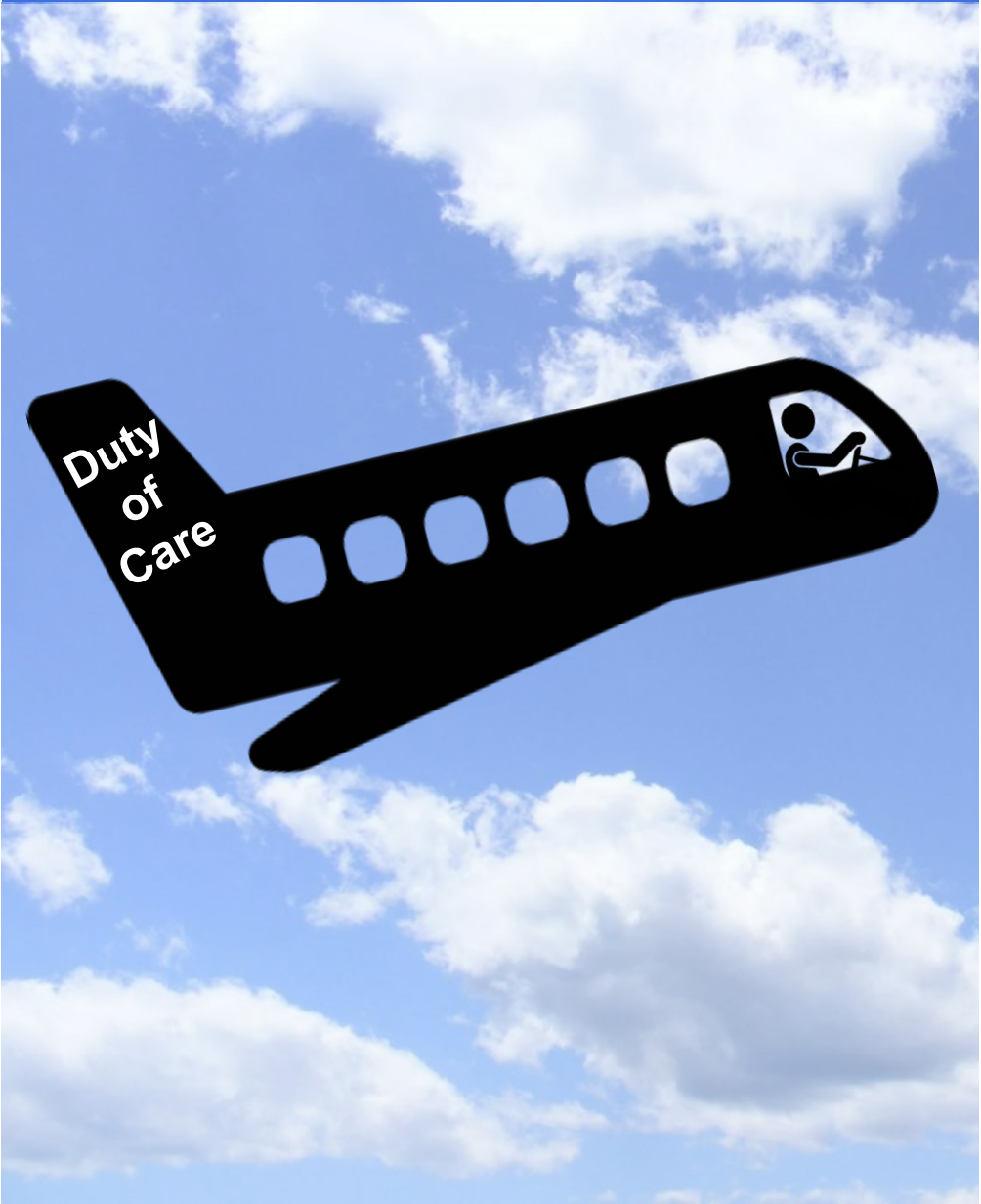
Trot



Drive



Soar



ISO 31030 Travel Risk Management Concepts

ISO 31030 is not a separate philosophy from ISO 31000 (ERM) but rather is a practical application of ISO 31000's principles to travel-related risk

Leadership, Governance & Policy

- Obtain **leadership commitment/buy-in** to implement travel risk management program and principles
- Establish **governance** with defined roles and responsibilities
- Develop **formal travel policy** that addresses high-risk travel, risk appetite and duty of care responsibilities

Context & Scope

- **Consult stakeholders** in the development of both the policy and the program
- Understand **internal/external factors**, set clear travel-risk scope and identify stakeholders

Risk Assessment & Mitigation

- Develop a travel risk management program that includes **risk assessment** and **risk mitigation**
- Identify, analyze, and evaluate travel-related **risks for travelers (health and safety) and the institution (cybersecurity)**
- Implement a methodology to **track travelers** (travel registry)
- Ensure travelers have **24/7 access to assistance**
- Ensure capabilities to monitor and respond to travel emergencies and incidents

Operational Process

- Design and implement a **travel request review process** that considers risk
- **Require travelers to register their itinerary** in advance of travel
- **Brief travelers** on high-risk destinations
- Ensure travelers have **access to pre-travel briefings** (as needed), health and safety guidance, and country-specific advisories

Communication & Consultation

- Ensure **capabilities to communicate** with travelers during travel
- Ensure travelers can be **alerted to emergencies** or changing conditions impacting their travel destination

Document, Monitor & Review

- **Continually evaluate travel risk management program** and make adjustments or enhancements as needed
- **Continually assess risk** and make enhancements or adjustments to risk mitigation as needed
- Provide opportunity for travelers to provide feedback
- Maintain up-to-date records

Role of ERM in Travel Risk Management

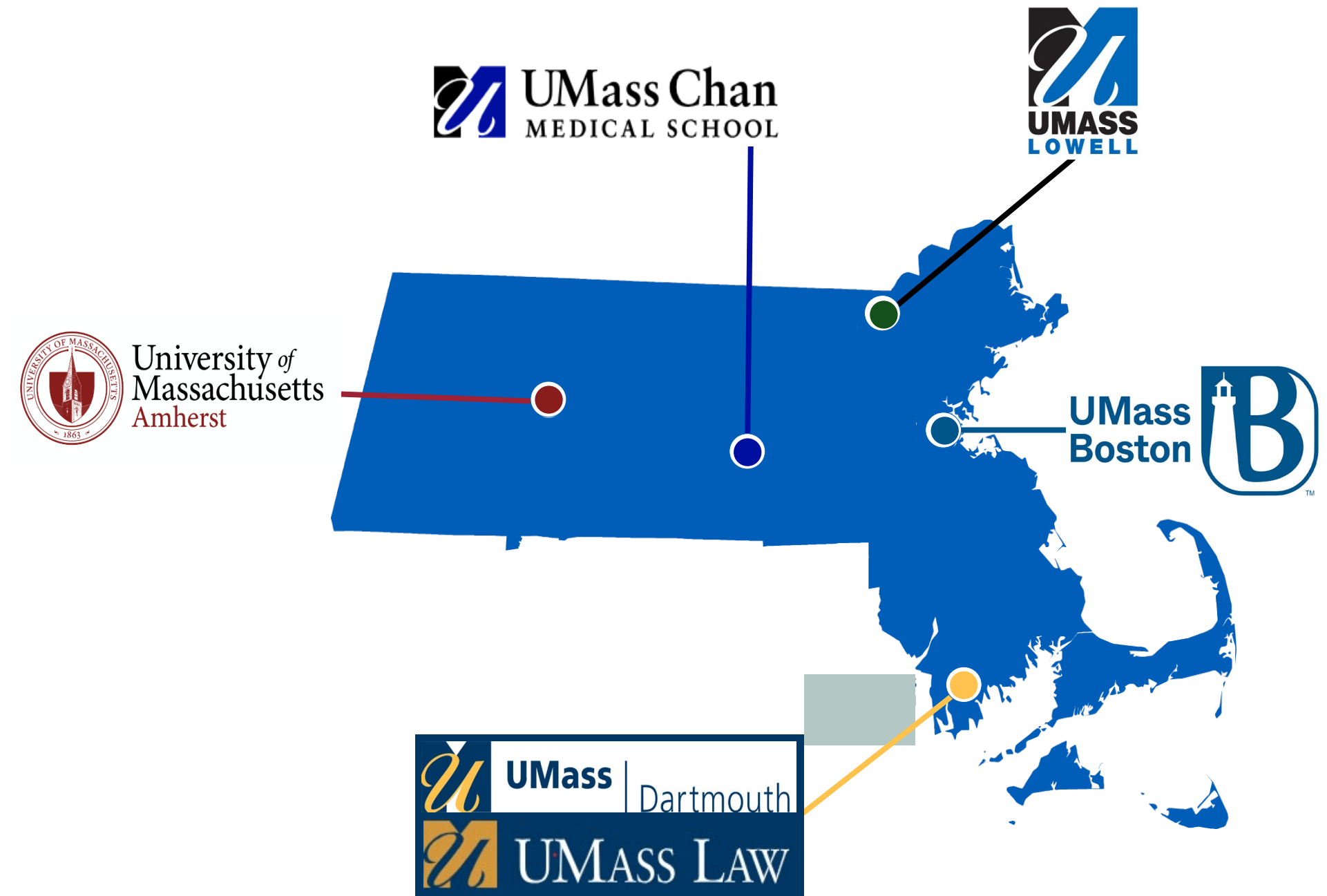
1. Helps define risk and enables a consistent approach to *risk assessment*
2. Helps bring *visibility* to and *prioritize* the risk
3. Facilitates *defining risk appetite* (what do we allow/not allow) and *risk tolerance* (what do we allow with appropriate mitigation measures)
4. Enables consistency in design and implementation of *mitigation* strategies

Case Study: Role of ERM in Developing UMass' Travel Risk Management Program

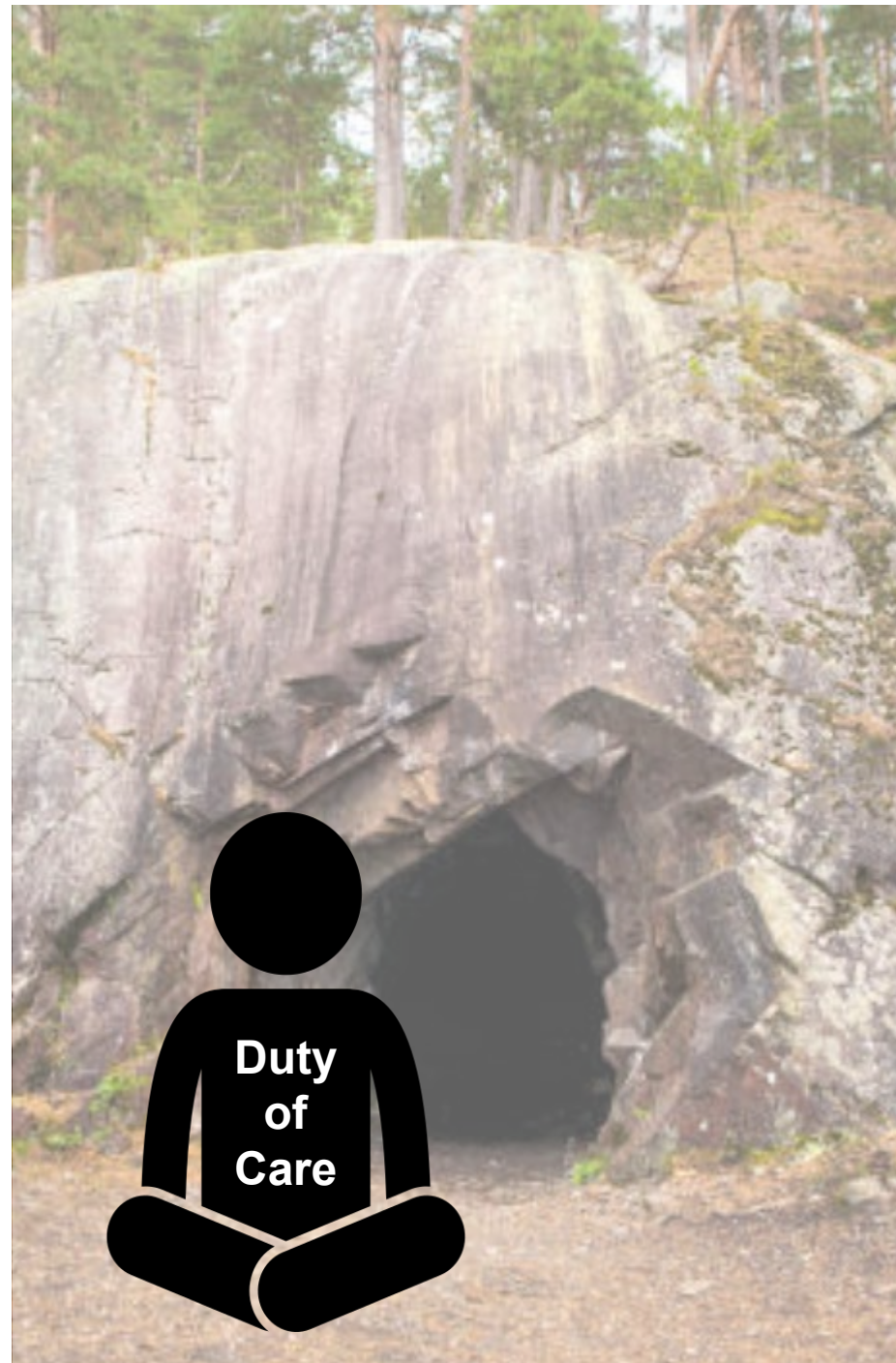
About UMass

UMass became a University System in 1991

Ranking	#1 Public University in New England
Campuses	Five undergraduate & graduate
Students	75,000 students
New Graduates	20,000 annually
Alumni	<ul style="list-style-type: none">• 330,000 in MA• 530,000 worldwide
Employees	<ul style="list-style-type: none">• 26,000 employees• 3rd largest employer in MA
Research	<p>\$813M</p> <ul style="list-style-type: none">• 3rd largest in MA• 4th largest in New England
Budget	\$4.3B annually (FY26)
Economic Impact	\$8.3B across Massachusetts



Travel Program: 2000's



- Policies focused on travel expenses only
- Travel authorization requirements varied across university system
- Travel request review, approval and documentation was decentralized, paper-based and focused primarily on costs associated with travel
- Generally, little to no risk review
- Travelers obtained their own travel accident and sickness insurance

University of Massachusetts Amherst	
Pre-Travel Authorization	
<small>All University travel across all funding sources requires supervisory and funding administrator approval prior to confirming travel arrangements. This form or similar authorization must be completed prior to confirming travel arrangements when the travel is overnight or out of state and is required with the Expense Report submission. Printed email approval containing the same information may be substituted for this form. Department heads and supervisors can issue blanket or multi-trip authorizations to staff for operational expediency.</small>	
TRAVELER: <input type="text"/>	TITLE: <input type="text"/>
(Last) (First)	
TRAVELER'S EMPLOYEE NUMBER: <input type="text"/>	DEPT: <input type="text"/>
DESTINATION: <input type="text"/>	
DATE OF DEPARTURE: <input type="text"/>	DATE OF RETURN: <input type="text"/>
PURPOSE OF TRIP: <input type="text"/>	
OTHER COMMENTS: (Importance of trip/consequences if not funded, coverage of duties while absent, etc.)	
<input type="text"/>	
<input type="text"/>	
ESTIMATED COST: \$ <input type="text"/>	AUTHORIZED REIMBURSEMENT: \$ <input type="text"/>
FUNDING SOURCES/SPEED TYPE <input type="text"/>	
Traveler's Signature <input type="text"/>	Phone number <input type="text"/>
<input type="text"/>	Immediate Supervisor's or Authorized Designee Signature <input type="text"/>
Date <input type="text"/>	Type / Print Name <input type="text"/>
	Title <input type="text"/>
	Date <input type="text"/>
FUNDING APPROVAL (if different from supervisor and required by the area):	
Fund Administrator's Approval <input type="text"/>	Date <input type="text"/>
<input type="text"/>	
Type / Print Name <input type="text"/>	
1-Send a scan of this form or the original with the Expense Report submission	

Form Revision Date 10/01/2013

Travel (Risk Management) Program: Early 2010's



- Obtained travel accident and sickness insurance
- UMass Amherst hires first-ever full-time dedicated International Travel Safety Advisor
- UMass Amherst launches an online platform to manage Study Abroad
 - UMass system subsequently expands this online platform to all UMass undergraduate campuses
 - This serves as a foundational element for future overall travel risk program maturation

Global Activity 2014 - 2017

- Significant militant activity in Africa, Asia and Middle East
- Significant terrorism activity in Europe and US:
 - Belgium (Brussels)
 - France (Paris, Nice)
 - Germany (Berlin)
 - United Kingdom (Manchester, London)
 - United States (California, Florida, New Jersey, New York)
- Large-scale natural disasters
 - Ecuador (earthquake)
 - Caribbean (hurricanes)
 - Nepal (earthquake)
 - US (hurricanes)

Please note: this is not intended to be an exhaustive list of incidents and activities

2017

Trot



- University purchased and implemented risk/travel registry platform for all campuses
- University required registration of all out-of-state domestic and international travel

Itinerary

Please select the arrival and departure dates for each destination in your itinerary. To Register, and location, click on the 'Add to itinerary' button.

Current Itinerary:

Date of Departure to Destination:

Date of Return from Destination:

Location/Destination: Find location:

Akko, Israel (Middle East)
Aachen, Germany (Europe)
Aalborg, Denmark (Europe)
Aarhus, Denmark (Europe)
Aberdeen, United Kingdom (Europe)
Aberdeen, MD, United States (North America)
Abingdon, VA, United States (North America)
Abo, Finland (Europe)
Abu Dhabi, United Arab Emirates (Middle East)
Accra, Ghana (Africa)
Acton, MA, United States (North America)

Add to Itinerary

2017

Trot



- University purchased and implemented risk/travel registry platform for all campuses
- University required registration of all out-of-state domestic and international travel

Itinerary

Please select the arrival and departure dates for each destination in your itinerary. To Register, and location, click on the 'Add to itinerary' button.

Current Itinerary:

Date of Departure to Destination:

Date of Return from Destination:

Location/Destination: Find location:

Akko, Israel (Middle East)
Aachen, Germany (Europe)
Aalborg, Denmark (Europe)
Aarhus, Denmark (Europe)
Aberdeen, United Kingdom (Europe)
Aberdeen, MD, United States (North America)
Abingdon, VA, United States (North America)
Abo, Finland (Europe)
Abu Dhabi, United Arab Emirates (Middle East)
Accra, Ghana (Africa)
Acton, MA, United States (North America)

Add to Itinerary

Initial Travel Registry

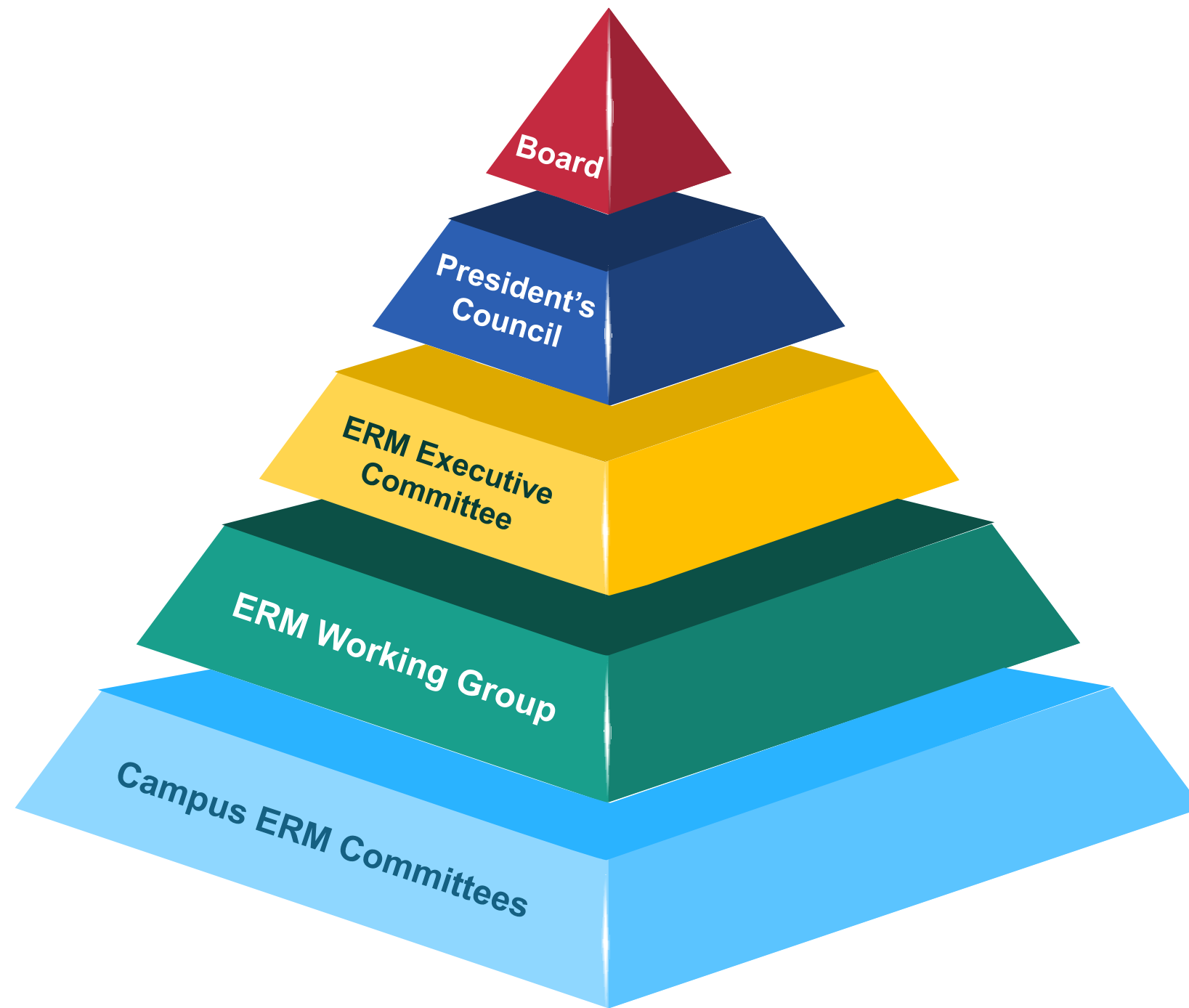
Successes	Limitations
<ul style="list-style-type: none"> Recorded general destinations and dates of travel Searchable based on campus, traveler name or destination 	<ul style="list-style-type: none"> Travel registration required prior to obtaining travel authorization Static information <ul style="list-style-type: none"> Destinations were pre-programmed into a static list Did not record modifications to or cancellation of travel Query generated static list of travelers, dates of travel and destinations (as recorded)
<ul style="list-style-type: none"> Facilitated some degree of risk review Used as a pre-travel authorization platform for some campuses 	<ul style="list-style-type: none"> Campus-by-campus customization, enabling inconsistent approach to risk review Did not provide risk information on destination to travelers or travel risk managers <ul style="list-style-type: none"> Reliance on Amherst campus (only dedicated travel risk staff) for identifying countries that posed risk to travelers No ability to communicate with travelers through platform
Prompted systemwide collaboration and information-sharing through regular meetings among those with travel risk management roles	Meetings often focused on technical management of the platform

Enter ERM



UMass Systemwide Enterprise Risk Management Program

Formal Governance Structure



Two-Year Program Cycle



Role of ERM in Travel Risk Management



1. ERM helps define the risk and enables a consistent approach to *risk assessment*

ERM Asks: What are we worried about?

- Health, safety and well-being of travelers
- Protecting the University, its data, and its assets
- Ensuring compliance

UMass ERM Program Risk Assessment Risk Factors

Risk Factor	Risk Factor Question	Assessed by
<u>Likelihood</u>	What is the likelihood the University system could experience this risk?	ERM Working Group
<u>Consequence</u>	<p>To what degree would the University system be impacted by this risk?</p> <ul style="list-style-type: none">• Operations• Financial• Legal/Compliance• Workforce• Reputation• Lifesafety	ERM Working Group
<u>Urgency</u>	How soon does the University need to prioritize this risk?	ERM Executive Committee

International Activities Risk Assessment

Risk Name	Risk Definition	Likelihood	Operations	Financial	Legal/ Compliance	Workforce	Reputation	Life Safety	Urgency
International Activities	Inability to effectively implement a consistent approach across the University system to manage and support international activities, including University travel, University devices, data and intellectual property, students, employment, trade and sanctions, and business engagements.	High	Low	Low	Medium	Low	Medium	Negligible	Moderate
a. University Travel	<i>Inability to effectively implement a consistent approach across the University system to manage risk associated with international University Travel.</i>	High	Low	Negligible	Low	Low	Medium	High	
b. Devices, Data and Property Management	<i>Inability to effectively implement a consistent approach across the University system to protect intellectual property, UMass devices, data and data systems as they relate to international travel and activities.</i>	High	Medium	Low	Medium	Low	Medium	Negligible	
c. Students	<i>Inability to effectively implement a consistent approach across the University system to comply with immigration rules and regulations and tax requirements associated with international students.</i>	High	Low	Low	Medium	Low	High	Negligible	
d. Employment in US	<i>Inability to effectively implement a consistent approach across the University system to employ non-US candidates for positions in the US in compliance with immigration and tax requirements.</i>	High	Medium	Low	Low	Medium	Medium	Negligible	
e. Employment outside US	<i>Inability to effectively implement a consistent approach across the University system to hire staff located in international locations and compliance with associated immigration and tax requirements.</i>	High	Low	Negligible	Medium	Negligible	Low	Negligible	
f. International Trade and Sanctions Compliance	<i>Inability to effectively implement a consistent approach across the University system to comply with international trade requirements and sanctions.</i>	High	Medium	Low	Medium	Negligible	Medium	Negligible	
g. Business Operations	<i>Inability to effectively implement a consistent approach across the University system to engage in international business operations, including but not limited to procurement, operations, and online education of individuals in international locations, in compliance with international and US rules, regulations and tax requirements.</i>	High	Low	Low	Medium	Negligible	Low	Negligible	

International Activities Risk Assessment

Risk Name	Agency
International	Moderate
a. Utilization	
b. Development Programs	
c. Student	
d. Employment	
e. Employment	
f. International Sales	
g. Business	
	with international and US rules, regulations and tax requirements.



Defined risk



Consistently assess risk exposure

Role of ERM in Travel Risk Management



2. ERM can bring visibility to and help prioritize a risk



UMass Risk Registry Top Risks

FY22

Rank	Risk
1	Enrollment
2	Information Security
3	Financial Sustainability
4	Facilities and Deferred Maintenance
5	Student Health and Mental Health Support
6	Vendor Risk Management
7	Attract, Recruit, Retain Faculty and Staff
8	International Activities
9	Information Privacy
10	Diversity, Equity and Inclusion

FY24

Rank	Risk
1	Enrollment
2	Information Security
3	Facilities and Deferred Maintenance
4	Financial Sustainability
5	Student Health and Mental Health Support
6	Artificial Intelligence
7	International Activities
8	Research
9	Diversity, Equity, Inclusion and Accessibility
10	Attract, Recruit, Retain Faculty and Staff

Leveraging Risk Visibility



- Systemwide effort to update Board level procurement, travel and expense-related policies (2020)
 - ERM added to the project to represent risk related to travel risk management
 - Existing travel policy focused on expenses, not risk
 - Pulled all content into new Business and Travel Expense Policy
 - When new Business and Travel Expense Policy was approved, the former travel policy was rescinded (December 2021)
- Opportunity to develop a new travel policy to address travel-related risk

Leveraging ERM for Travel Policy Development

- ERM appointed lead for development of new travel policy
- Leveraged travel risk manager group to form a systemwide policy development team
- Used ERM definition of systemwide *International Activities* risk to identify areas to address through new policy
 - University Travel
 - Travel with University Devices/Data
 - Compliance with Sanctions

Role of ERM in Travel Risk Management



3. ERM can facilitate defining:

- Risk Appetite: *What will we allow and not allow?*
- Risk Tolerance: *What will we allow with appropriate mitigation measures in place?*

Travel Policy Development: Defining Risk Appetite and Risk Tolerance

	University Travel	Travel with Devices/Data	Trade and Sanctions Compliance
Risk Appetite	Restricts travel to high-risk destinations	<ul style="list-style-type: none"> • Restricts travelers from bringing University devices or data on travel to elevated cybersecurity risk destinations • Restricts travelers from accessing University data or systems during on travel to elevated cybersecurity risk destinations • Restrictions pertain to University travel and personal travel 	<ul style="list-style-type: none"> • Assigns responsibility for export control compliance to university • Assigns responsibility for obtaining federal licenses to travel to sanctioned destinations
Risk Tolerance	Authorizes campuses to permit travel to high-risk destinations when appropriate mitigation measures can be achieved	Authorizes campuses to permit bringing devices or data or accessing data or systems when appropriate mitigation measures can be achieved	

Role of ERM in Travel Risk Management



4. ERM enables consistency in the design and implementation of mitigation strategies

Travel Policy Development: Instituting Consistent Mitigation Measures

University Travel

- Requires pre-approval and registration of all University Travel
- Codifies consistent approach to reviewing high-risk travel
- Requires campuses to provide travel risk information
- Requires travelers to obtain travel risk information
- Cites University Travel Accident and Sickness Insurance Coverage

Travel With University Devices/Data

- Requires campuses to review requests to bring University devices or data on travel to elevated cybersecurity risk destinations
- Requires travelers to obtain authorization to bring University devices or data on university and personal travel to elevated cybersecurity risk destinations

Compliance with Sanctions

- Requires campuses to conduct export control review of all international travel requests
- Requires travelers to obtain required license from the U.S. Office of Foreign Assets Control for travel to a comprehensively sanctioned destination

Mitigation Resources: Designating High-Risk & Elevated Cybersecurity Risk Destinations

Travel Policy establishes systemwide Travel Risk Advisory Committee (TARMAC)

- Includes representation from all campuses and President's Office
 - ERM appointed by committee as chair
- Authorized to designate ***criteria*** to determine what destinations pose a high degree or risk and/or an elevated cybersecurity risk
 - Destinations that meet criteria become designated as high-risk and/or elevated cybersecurity risk destinations
- Meets quarterly and as needed

TARMAC Criteria

	Source	Level	Rating Applicability
High-Risk Destination	<u>US Department of State</u>	4	Countrywide or regional
	<u>US Department of State</u>	3	Countrywide or regional
	Healix	5	Countrywide or regional
	Healix	4	Countrywide or regional
	<u>Centers for Disease Control & Prevention</u>	4	N/A
	<u>Centers for Disease Control & Prevention</u>	3	N/A
	<u>Office of Foreign Assets Control</u>	NA	All comprehensively sanctioned countries
Elevated Cybersecurity Risk Destination	<u>US Department of State</u>	4	Countrywide
	<u>National Security Presidential Memorandum (NSPM)-33</u>	NA	All countries defined in NSPM-33 as a <i>“Foreign Country of Concern”</i>
	<u>Office of Foreign Assets Control</u>	NA	All comprehensively sanctioned countries

High-Risk and Elevated Cybersecurity Risk Destinations

- ERM Program maintains a published list of destinations that meet TARMAC Criteria
- Updated at the beginning of each month and as needed

Country	Meets TARMAC High Risk Destination Criteria	Meets TARMAC Elevated Cyber Risk Criteria	Healix Countrywide or Regional Level 4 or 5	US Department of State Level 3	US Department of State Level 4	CDC Level 3 or 4	Comprehensively Sanctioned Country	Encryption Restrictions	NSPM-33 Country of Concern
A High-Risk Destination is any domestic or international country, region, province or city designated by the Systemwide Travel Risk Management Advisory Committee (TARMAC), or a campus, as posing substantive health, safety, security risk to a University Traveler and/or the University.	TARMAC High-Risk Destination Criteria	TARMAC Elevated Cybersecurity Risk Destination Criteria	Healix Risk Information	US Department of State Travel Advisories	US Department of State Travel Advisories	CDC Travel Health Notices	Country is comprehensively sanctioned	Country has significant restrictions on encryption	National Security Presidential Memorandum (NSPM)-33 identifies the country as a country of concern
(A)	Meets TARMAC High Risk Destination Criteria	Meets TARMAC Elevated Cyber Risk Criteria	Healix Countrywide or Regional Level 4 or 5	US Dept of State Level 3	US Dept of State Level 4	CDC Level 3 or 4	Comprehensively Sanctioned Country	Encryption Restrictions	NSPM-33
Afghanistan	Yes	Yes	C	No	C	No	No	No	No
Albania	No	No	No	No	No	No	No	No	No
Algeria	Yes	No	No	No	R	No	No	No	No
American Samoa	No	No	No	No	No	No	No	No	No
Andorra	No	No	No	No	No	No	No	No	No
Angola	Yes	No	R	No	No	No	No	No	No
Anguilla	No	No	No	No	No	No	No	No	No
Antarctica	No	No	No	No	No	No	No	No	No
Antigua and Barbuda	No	No	No	No	No	No	No	No	No
Argentina	No	No	No	No	No	No	No	No	No
Armenia	Yes	No	R	No	R	No	No	No	No
Aruba	No	No	No	No	No	No	No	No	No
Australia	No	No	No	No	No	No	No	No	No
Austria	No	No	No	No	No	No	No	No	No
Azerbaijan	Yes	No	R	No	No	No	No	No	No

KEY

Last updated 10/3/2025

C = Countrywide Rating

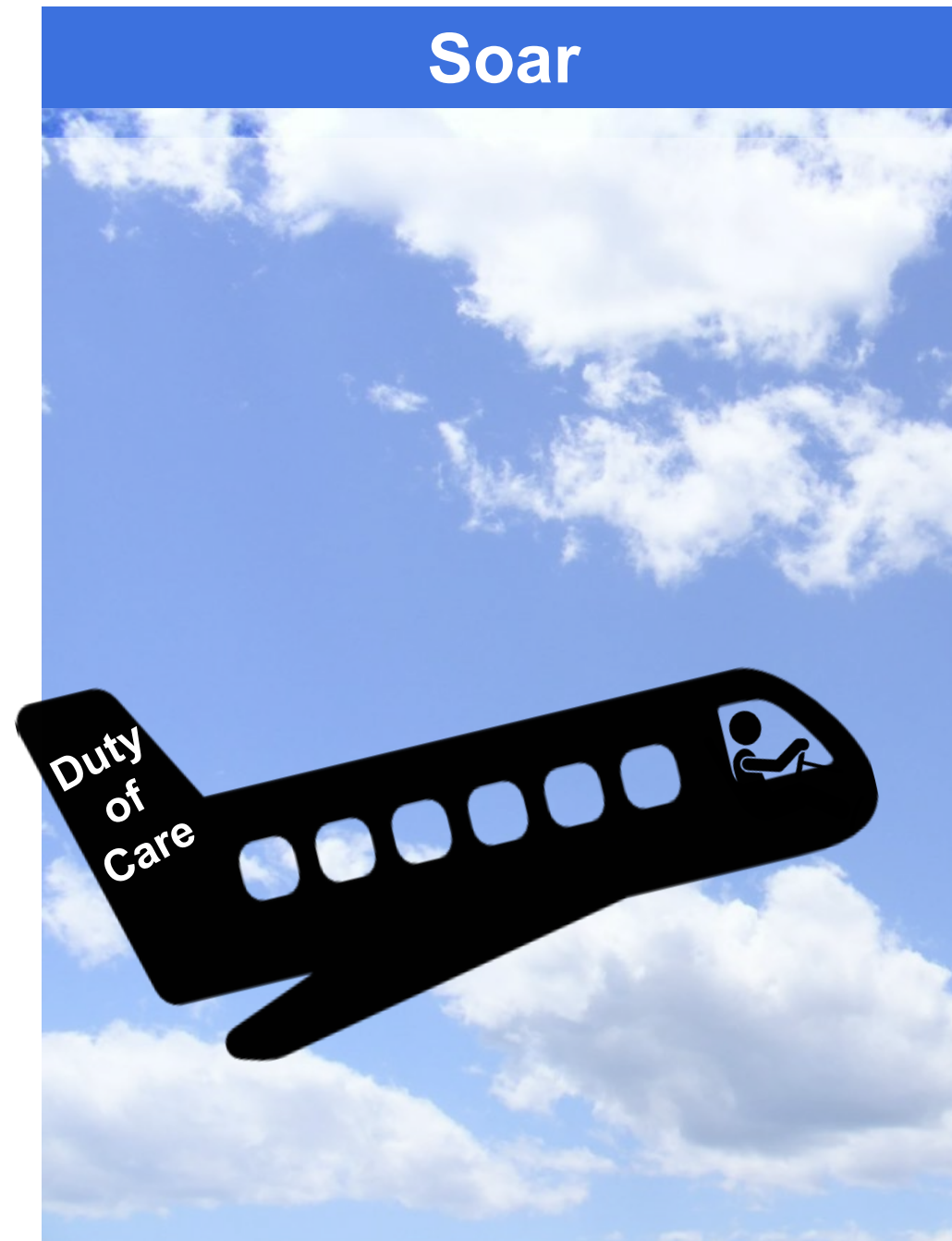
R = Regional Rating

Country is designated as a high-risk destination but not an elevated cybersecurity risk destination

Country is designated as an elevated cybersecurity risk destination, but not a high-risk destination

Country is designated as both a high-risk and an elevated cybersecurity risk destination

Resources to Support Implementation of Mitigation Measures



- Obtained enhanced travel accident and sickness insurance coverage and services
- Implemented systemwide platform for management of travel and expense
 - Travel risk managers collaborated to design the configuration of risk review
 - Automatically triggers risk review for high-risk destinations
 - Triggers IT review for elevated cybersecurity risk destinations
- Implemented enhanced Travel Registry
 - Travel risk managers collaborated on selection of platform

Pre-Travel Authorization Request for International University Travel

Request Policy

Pre-Travel Authorization - International Travel

Request Name *

Demo for URMIA

Business Purpose *

Delivering Talk/Presentation

Start Date *

11/01/2025

End Date *

11/15/2025

Booking Type *

Other

Multi-destination *

No

Main Destination City *

Kabul, AFGHANISTAN

Destination 2

Destination 3

Destination 4

Campus *

Presidents Office

Digital Persistent Identifier

12345678

Does your purchase relate to work on Sponsored Funds? *

No

Traveling with any UMass technology or accessing any UMass data? *

Yes

Approval Flow

Edit

Supervisor

Cost Object Approval

Risk Review

Export control approval

IT

International Risk and Export Control Form

- Every campus requires the completion and attachment of an [International Risk and Export Control Form](#) to an international travel authorization request
 - Traveler provides risk information (traveler familiarly with destination, in-country contact information, emergency contact information, etc.)
 - Traveler acknowledges availability of university travel accident and sickness insurance coverage and services
 - Traveler discloses devices, equipment, materials traveler intends to bring on/access during travel

Pre-Travel Authorization Request to Bring University Device/Access University Data During Personal International Travel

Request Policy

Personal Int'l Travel: Authorize UMass Device/Access UMass data

End Date *

11/08/2025

Destination 2

Campus *

Presidents Office

Request Name *

Demo IT for URMIA

Multi-destination *

No

Destination 3

Digital Persistent Identifier

123456789

Start Date *

10/25/2025

Main Destination City *

Kabul International (Airport - KBL), Kabul, AFGHANISTAN

Destination 4

Approval Flow

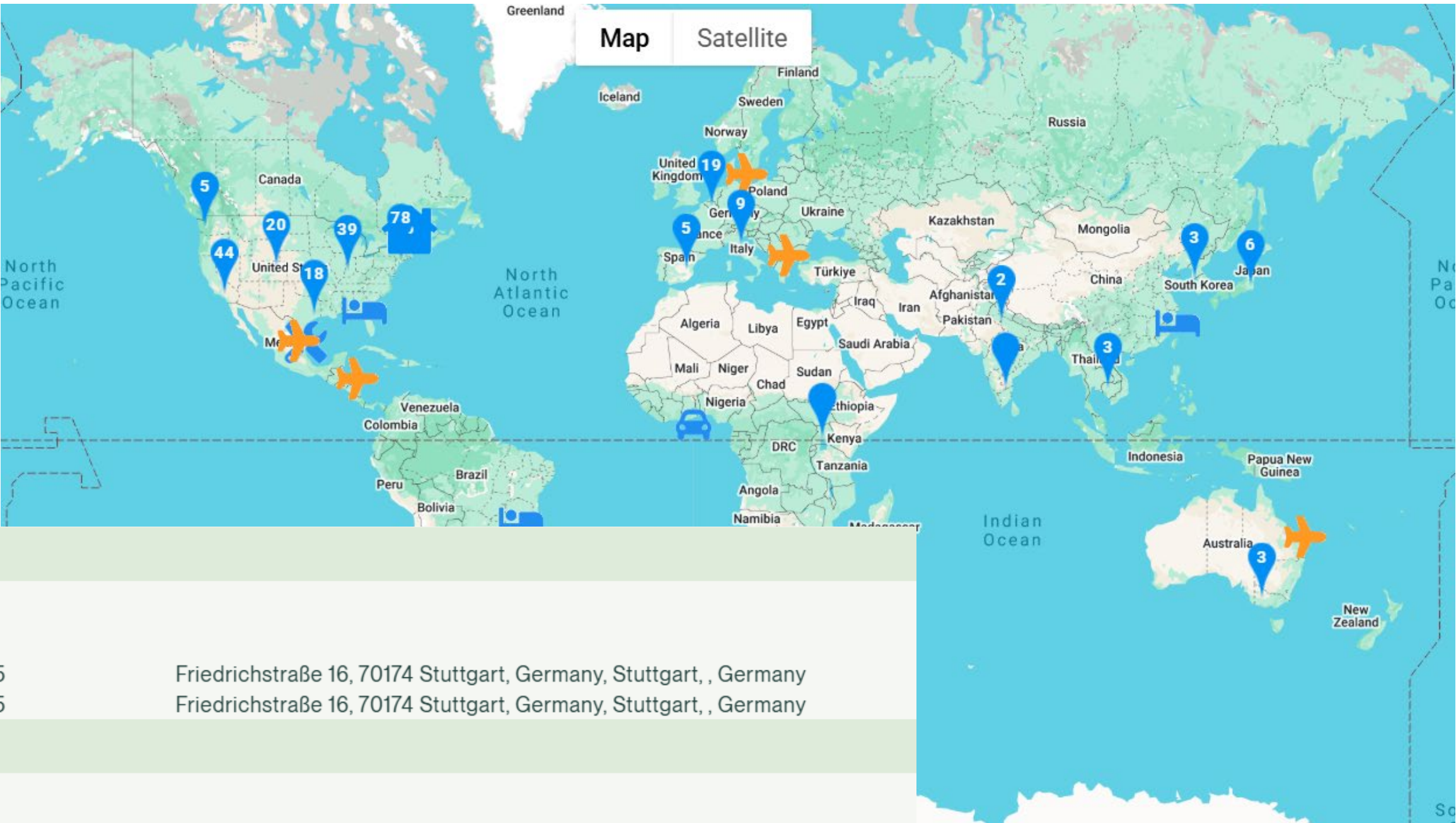
Supervisor

Export control approval

IT

Enhanced Travel Registry Platform

- Identifies locations of travelers in real-time and near real-time
- Updates travel itineraries when changes to travel are made



☐

UMass

Booking ID: [REDACTED]

Hotel	Ibis Stuttgart Centrum	Check-in:	23/03/2025	Friedrichstraße 16, 70174 Stuttgart, Germany, Stuttgart, , Germany
Hotel	Ibis Stuttgart Centrum	Check-out:	28/03/2025	Friedrichstraße 16, 70174 Stuttgart, Germany, Stuttgart, , Germany

☐

UMass

Booking ID: [REDACTED]

Flight	AA4408	American Airlines	Depart:	22/03/2025 06:45	Theodore Francis Green State Airport (PVD), Providence, United States
Flight	AA4408	American Airlines	Arrive:	22/03/2025 09:40	Chicago O'Hare International Airport (ORD), Chicago, United States
Flight	AA4441	American Airlines	Depart:	26/03/2025 14:20	Chicago O'Hare International Airport (ORD), Chicago, United States
Flight	AA4441	American Airlines	Arrive:	26/03/2025 16:38	Theodore Francis Green State Airport (PVD), Providence, United States

Enhanced Communications Capabilities

Recent events both domestically and internationally have required outreach to travelers

Risk Manager Communications

- Provide incident alerts
- Notifies travel risk manager when incident may impact traveler

Traveler Communications

- Enables direct communicate with travelers through platform
 - Email, text, app

China, Hong Kong, Macao [Macao] - China/Hong Kong/Macao: Shelter-in-place through at least 24th September due to imminent passage of Typhoon Ragasa

Shelter-in-place in southern China, Hong Kong and Macau through at least 24th September due to the imminent passage of Typhoon Ragasa. Ragasa is forecast to make landfall as a Very Strong Typhoon between Zhanjiang and Zhuhai in China's Guangdong province by 24th September. A rapid deterioration in the security and operational risk environments is forecast for the next 24-48 hours due to flash flooding, storm surges, landslides and/or damaging strong winds. Anticipate significant operational and travel disruption, including for road, train, ferry and air travel.


Incident Category: Security, Weather, Typhoon, Travel Disruption, APAC

Exposure

You may have **1** employee(s) travelling, impacted by this incident.

0 employee(s) are in location with current active location data

1 employee(s) are due to travel in the next 7 days.



Impact Radius of 350 miles from 22.0436628315881, 112.443542124942


Monitor Your Staff

To view your staff exposure please click on the below link and enter your login details.

[View Incident Details](#)

Platform documents communications
Notifies traveler of incidents when traveler may be impacted

43




Traveler Resources

- Automatically sends country briefing to registered University travelers
- Risk information available on SSO enabled traveler website and downloadable app

Afghanistan

[Country Home](#) [Developments](#) [Risk Environment](#) [City-Specific Information](#) [Logistics](#) [Trends](#) [Evacuation Watch](#) [Medical](#)



Developments

[All](#) [Incident Alerts](#) [Reports](#)

2

Alert: Published 3rd Oct 2025
Countrywide [UPDATE]

2

Alert: Published 29th Sep 2025
Countrywide: Anticipate

Report

Report: Published 4th Sep 2025
APAC Weekly Security

4

Alert: Published 4th Sep 2025
Regional: Abide by local

3


Alert: Published 31st Aug 2025
North-east Afghanistan

Security

Political

Operational


Medical


 **University of Massachusetts**
Amherst • Boston • Dartmouth • Lowell • Medical • Law


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Afghanistan

[Download Country Report](#)

 **5 - Extreme**

 **4 - Poor**

 **5 - Evacuation**



[Alerts](#) [Medical](#) [Security](#)

[All Alerts for Afghanistan](#)


Afghanistan

Kabul: Exercise caution and heed official directives following explosions on 9th October

Afghanistan – October 09, 2025

Kabul: Exercise caution and heed official directives following explosions on 9th October . Exercise caution and heed official directives following explosions in Kabul on 9th October. Two explosions were recorded in the city, with unconfirmed reports claiming that the explosions occurred near District 8 in the eastern half of the city. It is unknown how the explosions occurred and social media reports claim that the leader of the Tehrik-i-Taliban Pakistan was targeted. Further explosions are unlikely to be recorded in the coming hours, though an associated heightened security presence is highly likely across the city. Minimise non-essential movement and monitor local news for updates.

[All Alerts for Afghanistan](#)

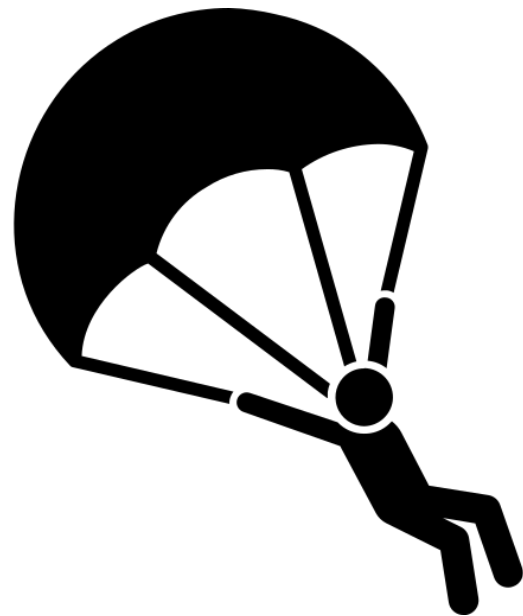


ISO 31030 Travel Risk Management Concepts

ISO 31030 is not a separate philosophy from ISO 31000 (ERM) but rather is a practical application of ISO 31000's principles to travel-related risk

Leadership, Governance & Policy	Context & Scope	Risk Assessment & Mitigation	Operational Process	Communication & Consultation	Document, Monitor & Review
<ul style="list-style-type: none"> ✓ Obtain leadership commitment/buy-in to implement travel risk management program and principles ✓ Establish governance with defined roles and responsibilities ✓ Develop formal travel policy that addresses high-risk travel, risk appetite and duty of care responsibilities 	<ul style="list-style-type: none"> ✓ Consult stakeholders in the development of both the policy and the program ✓ Understand internal/external factors, set clear travel-risk scope and identify stakeholders 	<ul style="list-style-type: none"> ✓ Develop a travel risk management program that includes risk assessment and risk mitigation ✓ Identify, analyze, and evaluate travel-related risks for travelers (health and safety) and the institution (cybersecurity) ✓ Implement a methodology to track travelers (travel registry) ✓ Ensure travelers have 24/7 access to assistance ✓ Ensure capabilities to monitor and respond to travel emergencies and incidents 	<ul style="list-style-type: none"> ✓ Design and implement a travel request review process that considers risk ✓ Require travelers to register their itinerary in advance of travel ✓ Brief travelers on high-risk destinations ✓ Ensure travelers have access to pre-travel briefings (as needed), health and safety guidance, and country-specific advisories 	<ul style="list-style-type: none"> ✓ Ensure capabilities to communicate with travelers during travel ✓ Ensure travelers can be alerted to emergencies or changing conditions impacting their travel destination 	<ul style="list-style-type: none"> • Continually evaluate travel risk management program and make adjustments or enhancements as needed ✓ Continually assess risk and make enhancements or adjustments to risk mitigation as needed • Provide opportunity for travelers to provide feedback ✓ Maintain up-to-date records

Overall Success – But Not Without Challenges



- Substantive change in travel oversight (especially for faculty)
 - Increase in authority over travel review
 - Required to obtain multiple levels of approval
- Aligning configuration of technology to meet all campus needs
- Ensuring travelers comply with travel registration
- Ongoing administration of technology and resources

Mitigation measures enabled ERM Executive Committee to lower the prioritization of international activities

FY26 Risk Registry

Rank	Risk
1	Financial Sustainability
2	Enrollment
3	Research
4	Facilities and Deferred Maintenance
5	Diversity, Equity, Inclusion and Accessibility
6	Information Security
7	Student Health & Mental Health Support
8	Artificial Intelligence
9	Attract, Recruit, Retain Faculty and Staff
10	All-Hazards Planning and Response Capabilities
11	International Activities

■ Priority Risks



Take-Aways

- ERM can be tangible (if you let it be)
- ERM can provide more than risk assessment and risk ranking information (if you leverage it correctly)
- ERM can facilitate incremental progress in managing risk

Questions?

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