INITIAL REPORT TO THE PRESIDENT
President's Task Force on Preventing and Responding to Sexual Violence and Sexual Assault

September 2014 | University of California

Contents

EXECUTIVE SUMMARY

President's Task Force on Preventing and Responding to Sexual Violence and Sexual Assault

Preamble

The subject of sexual violence and sexual assault on college and university campuses is a matter of national importance. Over the past months, University of California (UC) student survivors have come forward and shared their stories with the Regents and President Napolitano. President Napolitano has made it clear that the UC system has no tolerance for sexual violence and sexual assault. In conjunction, sexual violence, including stalking, dating violence, domestic violence and sexual assault, continues to be a serious public health issue.

The Centers for Disease Control and Prevention (CDC) released findings from their 2010 National Intimate Partner and Sexual Violence Survey that on average, 24 people per minute are affected.[1] Recently, President Obama formed a White House Task Force to ensure safe environments for all students. There have also been numerous state and federal bills introduced that address sexual violence and sexual assault, including dating violence, domestic violence, stalking and other sexual misconduct.

To ensure the UC continues to maintain the highest standards of prevention, response, and reporting, President Napolitano issued a call for action and called for the UC to be the national leader in prevention and response to sexual violence and sexual assault. In addition, President Napolitano formed a "President's Task Force on Preventing and Responding to Sexual Violence and Sexual Assault." The Task Force included participation of numerous key constituents from the UC system including faculty, staff, and students. Overall, over 100 UC representatives were included.[2] This initial Task Force process resulted in seven key overarching recommendations that form the UC National Model for prevention, education, advocacy, and response (PEAR).

The Charge

President Napolitano formed a Task Force in June 2014 and established the goal for UC to be the national model in combating sexual violence and sexual assault issues on every campus.

The goal of the Task Force was as follows:

- To ensure that the UC will be the national leader in preventing and combating sexual violence and sexual assault.

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[1] http://www.cdc.gov/violenceprevention/nisvs/

[2] A list of all participants is included in Appendix B

The objectives of the Task Force were as follows:

- Identify steps to improve the UC's current processes that will make a difference in affecting cultural change in sexual violence and assault prevention.
- Develop recommendations for implementing strategies to support excellence in prevention, response, and reporting of sexual violence, harassment, and sexual assault based on evidence-informed solutions and approaches.

The Task Force began its efforts in July 2014 and was led by Senior Vice President and Chief Compliance and Audit Officer Sheryl Vacca. The Task Force included functional representation from across the UC system, including the Regents, survivors, survivor advocates, students, faculty, police and other administrative staff. Building on the University's culture of no tolerance for sexual violence and assault, the Task Force built on the objectives above in its work to further build a culture of trust and transparent process for reporting and responding to incidents of sexual misconduct.

The Task Force balanced the priorities, goals, and objectives to develop recommendations for the President's consideration and report to the Regents in September. However, the Task Force realized the work could not be fully implemented and completed before the September Regents meeting. Therefore, the work was separated into Phase I (identifying initial recommendations) and planned for Phase II (further defining the detail for the recommendations to be implemented). The recommendations in this initial report on Phase I support a UC model that is sustainable and transparent, strengthens an environment of trust, and one that fosters a safe and supportive campus climate for all students. In addition, the Task Force recommendations build on current strengths currently residing on campuses and focused efforts on enhancing or overhauling, as appropriate, existing efforts throughout the system.

APPROACH AND OUTCOME

To examine the myriad of interconnected psychological, social, emotional, legal, and administrative issues concerning how best to prevent and respond to sexual violence and sexual assault, the Task Force reviewed relevant core concepts, current UC processes, practices from other universities, and academic research. The Task Force consulted with constituents and experts both within and outside the UC. The Task Force evaluated and discussed specific issues that cross functionalities, processes, and responsibilities throughout the system.

The Task Force membership varied in background and expertise to best reflect those involved in sexual violence and sexual assault prevention and response and included 29 members.

Members were selected based on their subject matter function and expertise, including the Board of Regents, Campus Police Chiefs, Title IX Officers, Student Conduct Officers, Advocates, Students, Associate Vice Chancellors/Student Deans, Faculty, Legal, Compliance, Human Resources, Academic Affairs, Student Affairs and survivors' perspectives. Students were represented at the graduate and undergraduate levels and from multiple campuses.

Student Perspectives

Students participated in the Task Force and developed their own survey that was disseminated across the system. These efforts for feedback will continue to help UC review and improve our efforts to ensure the UC employs innovative, evidence-based, evidence informed and consistent practices across the system as we aim to be the national leader in combating sexual violence on campus.

> *"Sexual violence on college campuses is a silent, stigmatized epidemic, and no campus is exempt – including the UC. Over the years, hundreds of students around the ten UC campuses have advocated for changes based on their own experiences with sexual violence in order to make the experiences of future survivors more supportive or prevent them from experiencing violence at all. Thus, students were hopeful and thankful that the university recognized this issue by forming the UC President's Task Force on Preventing and Responding to Sexual Violence and Sexual Assault.*
>
> *With six students on the task force and its working groups, we understood that we could not speak for all students or all survivors — in fact it would be inappropriate to do so. But in order to truly be a "national leader on this issue," this university must listen to student voices. Thus, to try to better represent the diverse needs and experiences of students across the university, we have created a survey for anonymous student input. With 263 student respondents, we summarized and organized the responses into reports for each of the five working groups and a cumulative report for the task force. Many of the recommendations from the student survey and subsequent report were incorporated into the recommendations below, and for that, we are immensely grateful.*
>
> *However, the work and input of students does not stop at the creation of these recommendations of the Task Force. The implementation of these recommendations and creation of additional ones will require student insight from across the UC. We have prepared a UC-wide campaign through the UC Student Association to provide continued input – UConsent to UC leadership and the President's TF. UConsent was created for the explicit purpose of unifying all the universities within the system to campaign against sexual violence and provide a channel through which students can help with the execution of these recommendations on each of their campuses. The campaign will run*

as a coalition led through each campus' student government and will last two years under the direction of student survivors – in perfect tandem with the timeline of the task force and its recommendations.
Change begins and ends with students. We hope to continue to hear more and more undergraduate and graduate voices – of which there are more than 233,000 — in this crucial conversation."

– Savannah Badalich
Undergraduate Student
University of California, Los Angeles

– Lindsay Maurer
Undergraduate Student
University of California, Berkeley

– Meghan Warner
Undergraduate Student
University of California, Berkeley

– Holly Swift
Graduate Student
University of California, Merced

Beyond this breadth of participation and representation, the Task Force included the assistance of several "Work Groups" from the different groups of campus stakeholders to develop leading best practices for all areas of sexual violence and sexual assault prevention, investigation, and response. Five Work Groups—comprised of approximately 75 subject matter experts from student prevention, education, advocacy and survivor services, Title IX officers, campus police chiefs, student conduct, and Associate Vice Chancellors and Deans of Students—assisted the Task Force in developing recommendations and implementation strategies.

Research

The Task Force took an agile approach to the discussion—marrying existing University efforts and components necessary to form a model prevention and response program. The members participated in conference calls and all-day, intensive in-person meetings to discuss and develop these recommendations.

To assist the Task Force and Work Groups in making recommendations, a review of sexual violence and sexual assault prevention practices from 115 universities across the nation was completed. These universities fell into one of two categories. Some had received grants from the Centers for Disease Control (CDC) and the U.S. Department of Justice (DOJ) Office of Violence Against Women (OWV) to address some portion of sexual violence and sexual assault

prevention or response (e.g. training program, or bystander awareness, etc.). Other universities reviewed were included on the investigation list from the U.S. Department of Education's Office for Civil Rights (OCR). The Task Force then reviewed aspects of programs from other universities to provide insight into implementation strategies and to find ways to improve ongoing efforts throughout UC campuses. The Work Groups also gathered UC-specific information from campus efforts to address issues within these topics.

Academic research consisted of sources listed in the White House Task Force on Sexual Assault and Violence Prevention, as well as accepted studies concerning policies, training and education, case management, and survivor support. The sources included institutional surveys, focus groups, and other research examining facets of this complex issue. Much of the research reviewed for this phase of the Task Force's Work is defined as "evidence-informed" research—research based on "best practices," DOJ and OVW grant recipients' experience, and outside reviews. Evidence-informed research is typical for this type of effort–particularly in the arenas of training and education and case management or response. Ongoing research and specific exploration of UC-based research efforts will continue in Phase II.

Developing Recommendations

Out of this research and evidence-informed research review—and based on feedback from the Regents and review of current UC practices—the Task Force identified potential gaps within University efforts. These gaps culminated in 12 key areas found across the research arena for the Task Force to consider prior to the development of the national model.

The 12 key areas were consolidated into "worksheets" that examined key research areas, potential gaps, summarized existing research, and provided preliminary recommendations that the Work Groups and Task Force then used as discussion points. An example of one of the areas, the "Advocacy Office and Case Management worksheet" and a list of all the 12 key areas are included in Appendix A. The worksheets were not intended to indicate that the UC was not already addressing any of the topics. Indeed, the system and campuses have already created and implemented many "best practice" programs, policies, and processes to help address these serious issues. Rather, the worksheets were created to examine and review for potential gaps in the programs to bring the UC to a higher level of excellence in this arena.

The Task Force then focused these worksheet topics into seven core recommendations that represented "the national model" for preventing and responding to sexual violence and sexual assault related to students. Some of the recommendations below will be appropriate to staff and faculty, but the focus initially was specifically on the student population.

It was during this early discussion process that the Task Force recommended the work be addressed in two phases. Phase I culminated in these recommendations for the student model and serves as the foundation for the national model to address sexual violence and sexual assault prevention and response. Additional recommendations identify faculty and staff

participation as these groups interact with students, but recognize that more consultation with faculty and staff is needed.

Phase II will address implementation and integrating the needs of staff and faculty into the seven core recommendations through consultation with faculty and staff work groups and providing specific, detailed implementation plans to make this model a reality at the UC. Phase II will require adding stakeholders by targeting specific constituencies, including staff, faculty, and appropriate student groups that have been identified statistically as high risk.

Throughout Phase II, the Task Force will also consider assessment and bench-marking that opportunities and review of current campus models to determine best practices could be leveraged in implementation. Phase II will detail what will be needed to implement the recommendations related to people and estimated costs. The goal for implementing these recommendations will be ultimately to have a model that is sustainable with cutting edge practices, while leveraging our existing resources wherever possible and supplementing those resources where necessary. During this phase, we will also attempt to identify possible external funding that might be available, i.e. grants.

The Task Force urges a swift, but thoughtful and thorough approach, to ensure the most efficient use of resources that avoid duplication of efforts. For example, students who are part of multiple populations (e.g. first year students, student athletics and Greek student) should not be required to repeat basic, mandated trainings. UC will rely on campuses in this effort to help identify best practices and identify ways to leverage existing resources with considerations for quality, efficiency and effectiveness.

Additionally, Phase II will focus on defining additional resources, processes and programs needed to improve transparency and accountability that ensure trust in UC policies and practices. Communication and partnerships with internal and external stakeholders will be emphasized in Phase II to help assure the success of the implementation of the model. Additional UC constituencies and representation (such as underrepresented groups, the Ombuds function, etc.) will be brought into the process to broaden the conversation and ownership in the national model.

Commitment from leadership, our UC community, and external community agencies will be critical to sustaining this model. All of this work must be accomplished while the Task Force remains abreast of developing DOE, DOJ and OCR regulations, as well as pending state and federal legislation. Finally, the work of the Task Force must remain responsive to the questions and responses from our faculty, staff, students and the citizens of California.

RECOMMENDATIONS

This section contains a list of seven key recommendations, each with a brief description. The recommendation model presents three broad categories: prevention, response, and reporting.

OVERALL RECOMMENDATIONS

The President, in her initial charge, expressed the need for a consistent and transparent model that must be implemented throughout all UC locations. Building such a model to address the complexity and diversity of the UC system presented a unique challenge and opportunity for the Task Force. Out of this opportunity came a consensus that all locations should address the issues of sexual violence and sexual assault based on four key functions:

- **P**revention
- **E**ducation
- **A**dvocacy
- **R**esponse & Reporting

These four key functions (PEAR) are the foundation for the overarching model with its specific recommendations (described below) to ensure that all students receive the best and most consistent services across the UC system.

To further develop the PEAR model, it is the unanimous view of the Task Force members, in consultation with the President, that not all the recommendations could be implemented immediately. Therefore, we recommend that the Task Force continue (Phase II) to further develop recommendations, articulate implementation specifics and coordination, and expand involvement to include staff and faculty in the process.

Timing for completion: **July 2015** – Full report to the President and the Regents

RESPONSE AND REPORTING RECOMMENDATIONS

RECOMMENDATION 1: Establish a consistent "response team" model at all campuses.

The Task Force recommends that all locations use a similar response model to address sexual violence and assault. The model consists of two teams with different functions and purposes. The first team will be a case management team who discusses any reports made and will include at a minimum, student conduct, Title IX, campus police, and advocacy. This team will meet on a regular basis, no less than monthly.

The second team will be responsible for a campus collaborative approach to address sexual violence. The team coordinates policies as well as prevention and intervention efforts, to ensure that messages across efforts are consistent. For this team to be effective, it must include key stakeholders across the campus and community. The composition of this team will be determined by the campus. This group should meet as needed, but no less than quarterly.

Highlights:

- The first team—comprised of student conduct, Title IX, campus police and advocacy—will maintain consistent coordination of reported cases and provide case management for all ongoing cases and ensure all cases are addressed efficiently and effectively.
- The second team will focus on developing and reviewing policies, developing community relations, discussing legal updates, providing cross training, and prevention education and outreach. This team may include sexual violence/sexual assault advocates, Title IX officers, campus and local police, student conduct, student health and counseling, residential life programs, LGBTQ, cross-cultural, and gender-related centers, student government representatives, and local rape crisis or community service representatives.

Timeline for implementation: **January 2015**

RECOMMENDATION 2: Adopt systemwide, standard investigation and adjudication standards

The Task Force recognizes the need for developing common, consistent practices and standards in response to reports of sexual misconduct across all UC locations. The University revised and implemented the UC Policy On Sexual Harassment and Sexual Violence in February 2014. This policy was revised to comply with the requirements outlined in the Campus SAVE Act, the 2013 Reauthorization of the Violence Against Women Act (VAWA) and incorporates

guidance from the Department of Education's Office For Civil Rights April 4,2011 Dear Colleague Letter.

The Task Force acknowledges that the UC Policy will continue to be revised and updated. Future revisions of the Policy will further clarify the different requirements, such as notifying complainants of the outcomes of the investigation and disciplines imposed that were deemed appropriate. Additionally, the policy will be updated in light of evolving legal requirements. The Task Force recommends reviewing evidence-informed research and best practices identified in the following reports to further improve the language in the policy:

- The Association for Student Conduct Administration (ASCA) 2014 White Paper on Student Conduct Administration & Title IX: Gold Standard Practices for Resolution of Allegations of Sexual Misconduct on College Campuses
- The University of North Carolina, Chapel Hill Task Title IX Task Force Report
- Not Alone, The First Report of the White House Task Force to Protect Students from Sexual Assault
- Survey of Campus Sexual Violence Policies and Procedures (McCaskill Report)
- California State Auditor Report on Sexual Harassment and Sexual Violence, 2013-124

For example, Phase II will discuss the Association for Student Conduct Administration's (ASCA) "2014 White Paper: Student Conduct Administration & Title IX: Gold Standard Practices for Resolution of Allegations of Sexual Misconduct on College Campuses" to see how this and other evidence informed practices provide support for PEAR—the UC's national model. Recognizing that the "one size fits all" concept is challenging for college campuses, nevertheless, this report identifies the guiding principles that should underlie all student conduct policies and procedures and recommended practices required of universities to meet the "gold standard" in responding to allegations of sexual misconduct. In addition, Phase II will continue to develop "best practices" for linking University responses and communication between campus police and local law enforcement agencies to ensure UC students receive access to all legal and enforcement rights available to them in a prompt and efficient manner.

Phase II will include an implementation plan and discussion of using these documents and best practices to continue supporting fair, objective and consistent adjudication processes on UC campuses. The development of a baseline sanction grid to be used during the sanctioning process will also be considered. Legal and law enforcement experts will be consulted as necessary.

Timeline for implementation: **July 2015**

PREVENTION RECOMMENDATIONS

RECOMMENDATION 3: Comprehensive training and education plan

The Task Force recommends developing a training and education plan for all populations (students, staff and faculty) throughout the system (See Recommendation 3a, 3b and 3c for details). Training and education should contain information regarding sexual violence prevention and intervention, be specifically tailored to each audience, and be implemented in phases starting with all incoming students. In addition, the Task Force acknowledged that various forms of education and training (live, online and peer lead, etc.) are needed to encourage behavioral change to help reduce violence, which will help build a culture of trust.

RECOMMENDATION 3a: Mandatory education

The Task Force recommends:

- A mandate to participate in training and education concerning sexual violence and sexual assault, dating/domestic violence and stalking will be implemented to all incoming students (undergraduate, graduate, and professional).
    - The Task Force recommends that training be evaluated for effectiveness; and
    - Methods of delivery be further reviewed by the students for inclusiveness.
- Increased emphasis should be given to primary prevention and bystander intervention.
    - The orientation presentation should avoid conflating alcohol education with trauma-informed sexual assault prevention education.
    - Consideration should also be given to training on other topics related to sexual violence and sexual assault, including alcohol-abuse prevention.
- The Task Force would like to see that all staff and faculty are required to participate in education and training concerning sexual violence and sexual assault. However, full discussion of this potential mandate is beyond the scope of Phase I, and the Task Force recommends that in Phase II a discussion be held in consultation with staff and faculty on recommended mandated training.
    - During this second phase Task Force members should consider methods to merge education for faculty and staff with the existing University Sexual Harassment and Sexual Violence training.
    - The Task Force should also consider adding a live training component.
- Supplemental training should also be required for appropriate student groups who have statistically been identified as high risk.

- Specific training should be required for and tailored to job based roles with particular responsibilities, including student health and counseling staff, police, advocates, residential life staff, Title IX officers, student conduct officers and hearing panels. In Phase II the Task Force should consider initial training at the employee's orientation, insofar as the method and delivery are meaningful and impactful.
- Trauma-informed training for those working with survivors and respondents should also be included in any ongoing training.
- Enforcement efforts should be effective and non-discriminatory, (e.g. enrollment blocks rather than registration holds, so it will not impact on financial aid recipients).

RECOMMENDATION 3b: Awareness

The Task Force recommends that before students, staff, and faculty come to UC, they demonstrate their understanding of UC's commitment, and of their own commitment to this area by different methods, e.g., watching a video, and/ or signing a pledge of commitment before becoming a part of the UC Community.

RECOMMENDATION 3c: Ongoing education

The Task Force recommends that students, staff, and faculty have ongoing education related to this area. In Phase II this will be discussed in more detail, relying on research related to the most effective methods of delivery, e.g.: online, in person, focus groups, etc.

Highlights:

- Different levels of training and education depend on job functions, which should be mandated as appropriate.
- Ability to merge or enhance existing training and education efforts.
- Other mandated supplemental training (further developed in Phase II) should occur for specific student populations.
- Specific additional training for staff and faculty should be established in Phase II after consultation with staff and faculty representatives.

Timelines for Implementation:

Due to the complex nature and desire to create targeted, effective training and education, courses will be implemented through a phased approach.

Fall 2014, general sexual violence and sexual assault education will be offered to all incoming students (both undergraduate and graduate).

Fall 2015, training and education for all faculty and staff will be implemented in consultation with faculty and staff.

Fall 2015, supplemental training as identified in Phase II will be implemented.

RECOMMENDATION 4: Implement comprehensive communication strategy to educate the community and raise awareness about UC programs.

The Task Force recommends developing a comprehensive communication strategy, including public service announcements (PSA) and other communications, with common messaging to reach all constituents concerning sexual violence and sexual assault. University of California Office of the President will engage with students and coordinate with campus groups, such as advocates, student conduct, Title IX, media relations, and other experts to create a communication campaign that fits campus culture and empowers student leadership. This communication strategy will incorporate student feedback and recommendations. The UC communication strategy will also build upon other campus and national initiatives currently in place or planned so that there is a coordinated UC response. Communications will raise awareness about the dangers and implications of sexual violence and sexual assault; they will also provide information about risk reduction, affirmative consent, survivor support, and the fair and objective adjudication process for those accused.

Highlights:

- Communication strategies should be developed with common messaging for all constituents.
- The communications should be able to be adapted to each location, while maintaining consistency across all locations.
- To enhance UC's communication efforts, the communication strategies will leverage the current campus and national campaigns, such as the anticipated White House campaign "It's On Us."
- Involve students in crafting and delivering the communication messages to the UC community.

Timeline for implementation**: January 2015**

PREVENTION AND RESPONSE RECOMMENDATIONS

RECOMMENDATION 5:

Establish an independent*confidential advocacy office for sexual violence (dating violence, domestic violence, stalking and sexual misconduct) and sexual assault on each campus. This office would be appropriately staffed with trained and prepared individuals to deal with PEAR at a staffing level sufficient to provide support at any time of day for all survivors given the size and needs of the individual campus. These individuals will be identified on campus and dedicated to this function. The office will report to a Vice Chancellor or similar authority level.**

**Independence refers to the advocacy office reporting to an individual outside the body responsible for investigating and adjudicating sexual assault complaints on campus.*
***This recommendation is initially suggested for the student population. However, this could eventually be an advocacy office for staff and faculty as well. Expanding this office will need more input and discussion from faculty and staff, and more resources to serve this purpose. Further discussion will occur in Phase II for respondents, staff and faculty advocacy, with consideration of the current Ombuds function.*

All UC campuses currently provide advocacy services; however, the Task Force believed that streamlining and increasing advocacy services within a single office and point of reference is critical. This office will focus on sexual violence, including domestic violence, stalking, dating violence, and sexual assault; charged with providing confidential advocacy, facilitating with case management of reported complaints, establishing education and prevention content, supporting education programming and providing professional training in coordination with key stakeholders, and providing input to policy creation and revision.

It was recognized that some campuses have this type of office, developed in a way that supports their culture (i.e. more FTE's dedicated to this function, use of outside/internal resources, etc.) The intent of this recommendation is to be clear that each campus should have an advocacy office with a dedicated focus, independent of other responsibilities. In other words, the advocates are dedicated to supporting survivors in their role, which will include assisting to access the accommodations granted to them under Title IX (i.e. housing, transportation, academic, etc.) The advocate office accommodations should be clearly defined and established across all locations. Further, the reporting structure of the advocacy office should make it sufficiently independent from the investigation and adjudication processes so that the advocate may focus on supporting survivors.

It is critical that this office is easily accessible to all survivors, but in a physical location that protects individual's privacy. Moreover, "confidentiality" of services of this office must be clearly defined and established across all locations. This definition should be shared with students in plain language to avoid confusion.

Highlights:

- The office will have an appropriate level of staff dedicated to students.
- The office will serve as a confidential resource.
- The office will be independent and report to the Vice Chancellor or a similar level of authority.
- The office will be easily accessible, but in a physical location that protects individuals' privacy.

Timeline for implementation: **January 2015**

RECOMMENDATION 6: Establish a comprehensive systemwide website with campus customization capabilities.

The Task Force recommends developing a comprehensive systemwide website—centrally managed—to provide general content, information and resources to all campus populations. The centralized website could reconfigure the previous website established by student affairs, "EmpowerU," but tailor the functionality and content to accommodate current needs. Each UC campus would have its own website linked to the central website. Understanding that students interact with their campus websites, the centralized site will contain links leading to individual campus websites.

Each campus website will provide similar information, functions, and common nomenclature to increase consistency and transparency throughout system. In addition, UCOP will obtain input annually from each location for any needed changes and improvements.

Highlights:

- System and campus websites will contain common information, nomenclature and functions such as: how to report, where to go for confidential help, how to receive accommodations, information on SVSA policies, and how to support a friend who has experienced sexual violence.
- Campus websites will contain customized information for local culture.

- There will be a list of resources for all confidential and mandated reporters on the website for students to access easily.
- The website will include resources on dating and domestic violence, intimate partner violence, stalking and other forms of gender- based violence.

Timeline for implementation: **January 2015**

REPORTING RECOMMENDATION

RECOMMENDATION 7: Systemwide Standard Data Collection

The Task Force recommends all campuses use a standardized data set (which will leverage current information collected for Clery, as well as any other campus data) to report data in a consistent manner, with agreed upon definitions. This data will assist in tracking common themes regarding sexual violence, domestic violence, dating violence, stalking and sexual assault on UC campuses. The identified themes from the collected data will allow campuses to see systemwide trends and respond accordingly. Such tracking and trending of data will support UC's PEAR model adapting and remaining current and effective. In addition, culturally, our UC community will see the effects of our overall efforts to improve.

Highlights:

- All campuses will collect information using aggregate standardized data to foster accountability and communication and increase community trust.
- The data system will collect commonly-defined data from all campuses, which will provide the ability to track common trends, and respond accordingly.

Timeline for implementation: **July 2015**

PROPOSED IMPLEMENTATION SCHEDULE AND PHASE II

Creating a culture of trust on UC campuses is an ongoing process. Large shifts in culture can often take upwards of five years. However, the Task Force strongly recommends that the work start now and move quickly. Campuses currently have many positive and proactive services on campuses. Implementation of these recommendations can only improve UC's efforts to prevent and respond to sexual violence and sexual assault.

In Phase II, a detailed report will be provided to the President and the Regents describing implementation efforts, additional recommendations, and sustainability in executing the approved recommendations.

APPENDICIES

Appendix A. Research Worksheets

1. Advocacy Office and Case Management (example included below)
2. Behavioral Interventions
3. Community Policing
4. Engaging High-Risk Student Groups
5. Investigative Process
6. LGBTQ
7. Ongoing Comprehensive Communication Plan
8. Ongoing Comprehensive Training and Education Plan
9. Student Education & Adjudication
10. Website
11. Cross Functional Coordination
12. Confidentiality

Example of Research Worksheet
Advocacy Office and Case Management

Gap/Question: Does UC have systemwide, a consistent case management team that: (a) optimizes student services, (b) coordinates care, and (c) prioritizes actions taken following a sexual offense?

Research/Evidence:

- Increased Reporting: Campus climate is the top indicator of reporting. Students expect immediate action and results concerning sexual misconduct cases, but it takes time to process cases. A well-trained case management team comforts and supports victims and makes the process of reporting less overwhelming for students.
    - The team cannot work in isolation and must share information across silos. If students do not know where to go, they will not feel comfortable reporting.

- Student Support: Requiring a survivor to recount the assault multiple times to multiple people, makes it more likely that the survivor will become overwhelmed and discontinue a complaint. Moreover, following a report, rather than *receiving* communication, survivors often have to be their own advocates and ask repeatedly for updates on the case.

- Balancing Care Coordination & Case Management: A case manager assesses, plans, and facilitates necessary options and services that cater to the complainant's needs. Having a point of contact to handle paper work, conduct follow-ups on the case progress, coordinate medical and mental health care, and make any academic or residential life accommodations prevents survivors from falling through the cracks.

- Timely Processing: The investigation, prosecution, and adjudication procedure for complaints requires communication and action across many departments and can linger—particularly in large institutions.
    - A central case manager can ensure deadlines are being met and that the case keeps moving. This person can also be the point-of-contact for the student.
    - Whoever is in charge of the next step in the case (i.e., Advocate, DOS, etc.) will report to this case manager (who will then report to the student) on a predetermined schedule.

- Improved Reporting: A holistic approach to case management also provides better access to accurate data, which enables the university to see positive results and gaps. This data can also be used to engage student reviews and inform the university's response process.

Suggestions/Recommendations: The UC system needs to adopt a central coordinating case management system, with an office at each campus, which will include the following functions: uniform reporting of all allegations of sexual violence, quality care coordination and notification for survivors, and effective and timely case processing.

- Each UC campus needs to have an identified care coordination team and office linked to the case management team that includes: sexual survivor/accused advocates, and services.
    - The advocate will lay out the process, but students need to know where to go to get the initial information-help navigate the process
- There should be a timeline with survivors to check on status of the case as well as notifying survivors of next steps. There needs to be emphasis on the timeliness of notifications.
- Case Management Team (beyond sexual assaults) is recommended to include: Advocate, Police Sergeant, Title IX, Student Conduct, Human Resources, Housing, Counseling Center, and Faculty Accommodations. Every case is discussed confidentially among the group.

Notes/Other things to Consider

- DA's do not pick up cases; over 90% of cases do not go to them.
- What is the advocate's role in case management? Different from SART.
- Is the Advocate the Case Manager? If so, the advocate can bring the case to the team and sit on the existing Case Management Team with additions to the Team as needed for each case
    - Don't want the Advocate to get bogged down by administrative responsibilities.
- Must make distinctions among:
    - Advocate
    - SART
    - Case Management Group (need Chair or Co-Chair)
- Concern: What is the process of reporting if faculty/staff is the accused?
- Potential recommendation: Creating a database of offender names, used to cross reference incidents
- Speak to partnerships as opposed to list special agencies.

References

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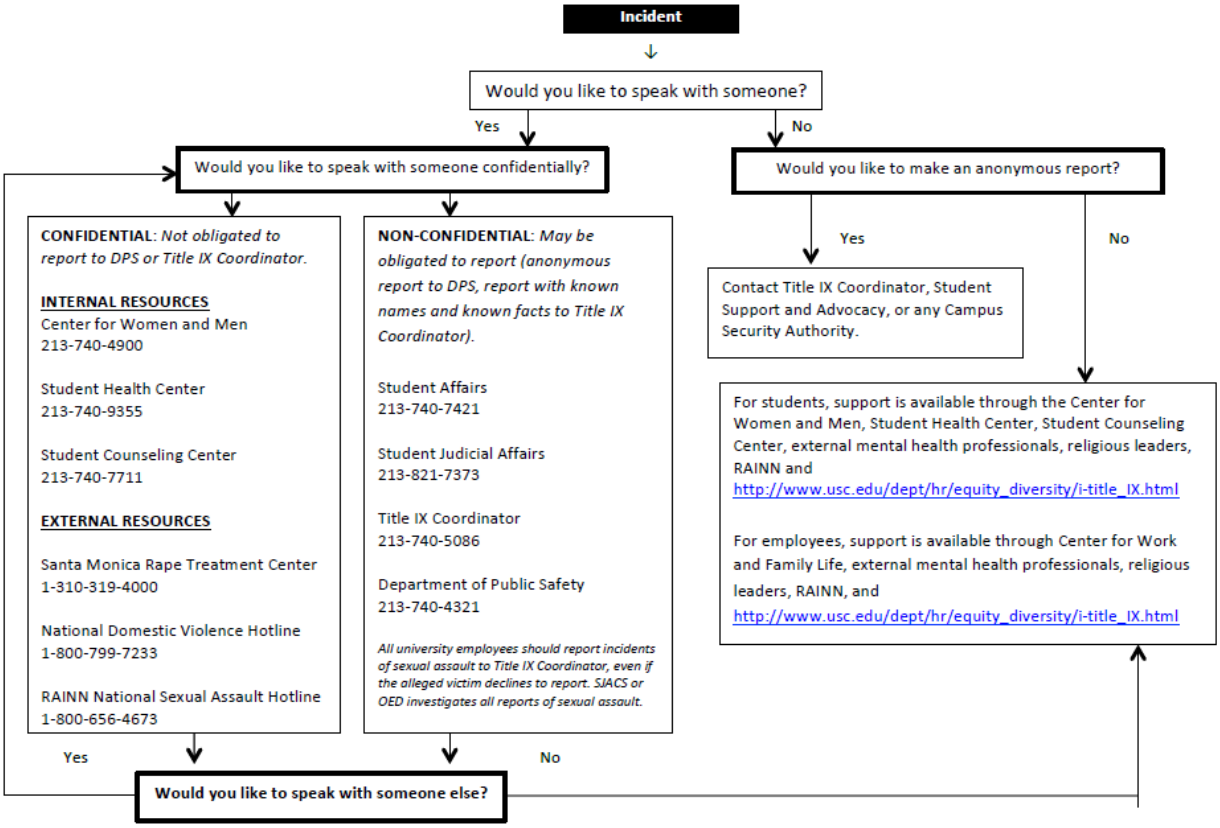
Appendix A (cont')

Sample best practices from other institutions

Sexual Assault: Support and Reporting Options

You can speak with anyone any time. Reporting is always an option.
Choosing one route does not exclude other options. You should pursue whatever routes will be most helpful to recovery.



http://sarc.usc.edu/files/2013/10/Flowchart-Sexual-Assault_Support-and-Reporting-Options1.pdf

Sexual Misconduct Response at Yale

Sexual Misconduct Response at Yale home | Resources for Faculty, Staff and Postdocs

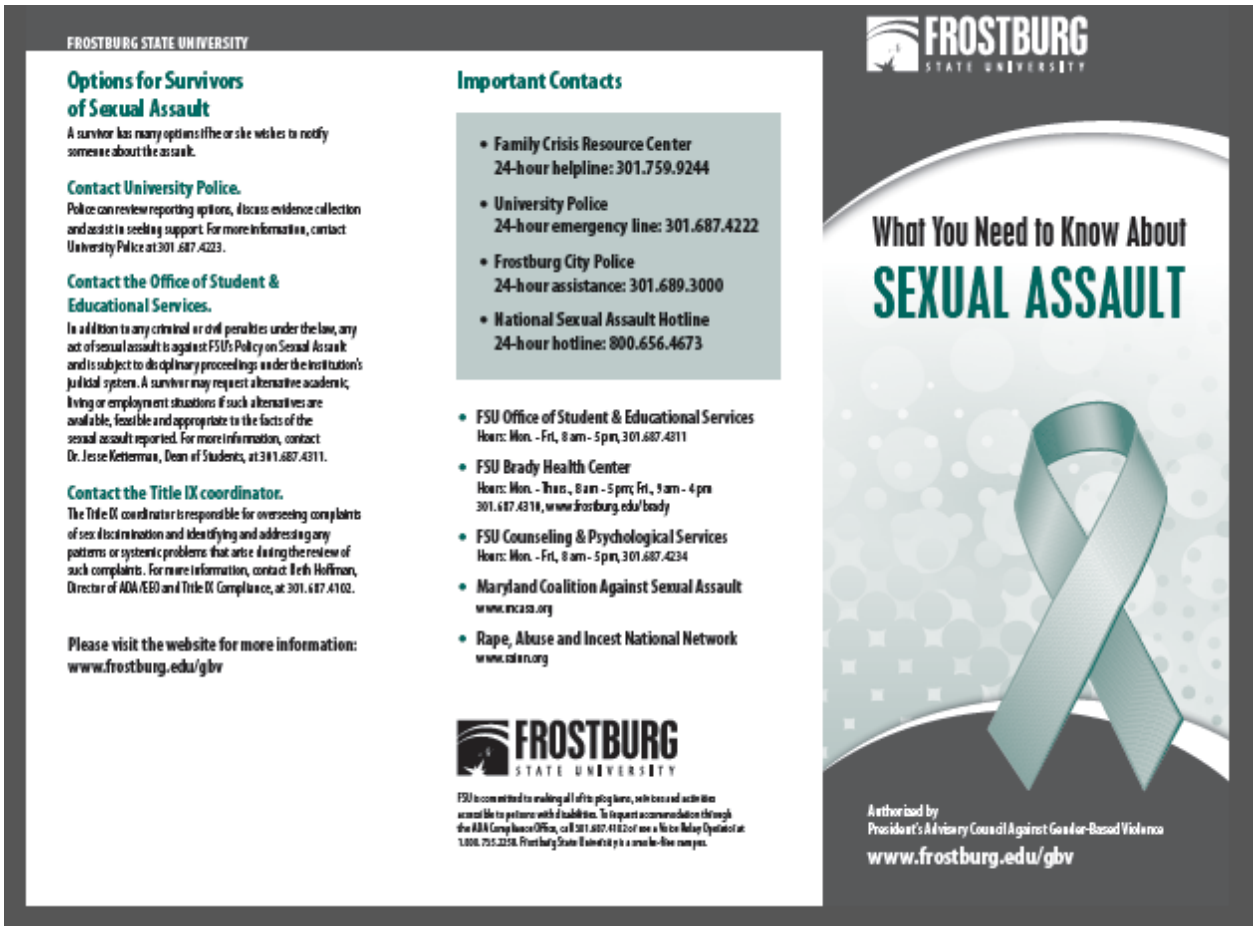
Resources for Faculty, Staff and Postdocs

For faculty and staff: download a list of options for filing a complaint with the UWC and/or Title IX Coordinators.

	Seeking Info & Support	Obtaining Counseling	Seeking Informal Remedies	Bringing a Complaint	Confidentiality Level**
Office for Equal Opportunity Programs and Title IX Coordinators 203-432-0853	●		●	●	Mostly Confidential
Your Supervisor or Department Head/Chair	●				Mostly Confidential
Human Resources Generalist	●		●	●	Mostly Confidential
University-Wide Committee on Sexual Misconduct* 203-432-1834	●		●	●	Mostly Confidential
Yale Police 203-432-4400	●			●	Confidential according to state law
Counseling and Support Services (formerly EAP - for personal counseling) 1-800-327-9240		●			Strictly Confidential
New Haven Police 203-946-6316	●			●	Confidential according to state law

* Faculty and staff may bring complaints against faculty and students to the University-Wide Committee (UWC). The UWC does not hear complaints brought by faculty and staff against staff members. Staff and faculty with complaints of sexual misconduct against staff members should contact a Title IX Coordinator, a Human Resources Generalist, or the Office for Equal Opportunity Programs.

http://smr.yale.edu/resources-faculty-staff-and-postdocs



FROSTBURG STATE UNIVERSITY

Options for Survivors of Sexual Assault

A survivor has many options if he or she wishes to notify someone about the assault.

Contact University Police.

Police can review reporting options, discuss evidence collection and assist in seeking support. For more information, contact University Police at 301.687.4223.

Contact the Office of Student & Educational Services.

In addition to any criminal or civil penalties under the law, any act of sexual assault is against FSU's Policy on Sexual Assault and is subject to disciplinary proceedings under the institution's judicial system. A survivor may request alternative academic, living or employment situations if such alternatives are available, feasible and appropriate to the facts of the sexual assault reported. For more information, contact Dr. Jesse Ketterman, Dean of Students, at 301.687.4311.

Contact the Title IX coordinator.

The Title IX coordinator is responsible for overseeing complaints of sex discrimination and identifying and addressing any patterns or systemic problems that arise during the review of such complaints. For more information, contact Beth Hoffman, Director of ADA/EEO and Title IX Compliance, at 301.687.4102.

Please visit the website for more information: www.frostburg.edu/gbv

Important Contacts

- **Family Crisis Resource Center**
  24-hour helpline: 301.759.9244
- **University Police**
  24-hour emergency line: 301.687.4222
- **Frostburg City Police**
  24-hour assistance: 301.689.3000
- **National Sexual Assault Hotline**
  24-hour hotline: 800.656.4673

- **FSU Office of Student & Educational Services**
  Hours: Mon. - Fri., 8 am - 5 pm, 301.687.4311
- **FSU Brady Health Center**
  Hours: Mon. - Thurs., 8 am - 5 pm; Fri., 9 am - 4 pm
  301.687.4318, www.frostburg.edu/brady
- **FSU Counseling & Psychological Services**
  Hours: Mon. - Fri., 8 am - 5 pm, 301.687.4234
- **Maryland Coalition Against Sexual Assault**
  www.mcasa.org
- **Rape, Abuse and Incest National Network**
  www.rainn.org

FROSTBURG STATE UNIVERSITY

FSU is committed to making all of its programs, activities and activities accessible to persons with disabilities. To request accommodation through the ADA Compliance Office, call 301.687.4102 or use a Text Relay Operator at 1.800.735.2258. Frostburg State University is a smoke-free campus.

FROSTBURG STATE UNIVERSITY

What You Need to Know About SEXUAL ASSAULT

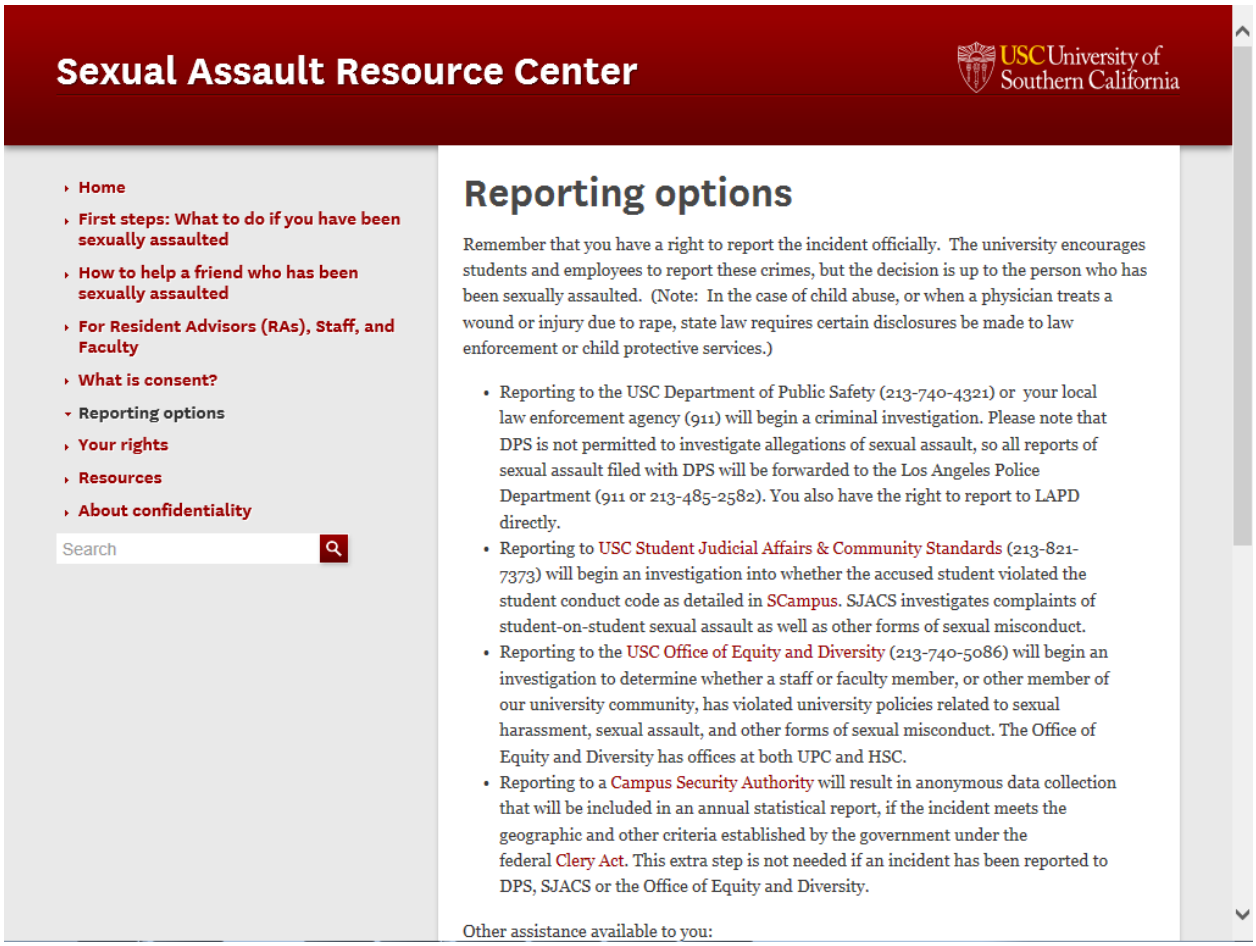
Authorized by
President's Advisory Council Against Gender-Based Violence

www.frostburg.edu/gbv

http://www.frostburg.edu/fsu/assets/File/gbv/Sexual%20Assault%20Bro_WEB.pdf

Appendix A (cont')

Sample best practices from other institutions



Sexual Assault Resource Center

USC University of Southern California

- Home
- First steps: What to do if you have been sexually assaulted
- How to help a friend who has been sexually assaulted
- For Resident Advisors (RAs), Staff, and Faculty
- What is consent?
- Reporting options
- Your rights
- Resources
- About confidentiality

Search

Reporting options

Remember that you have a right to report the incident officially. The university encourages students and employees to report these crimes, but the decision is up to the person who has been sexually assaulted. (Note: In the case of child abuse, or when a physician treats a wound or injury due to rape, state law requires certain disclosures be made to law enforcement or child protective services.)

- Reporting to the USC Department of Public Safety (213-740-4321) or your local law enforcement agency (911) will begin a criminal investigation. Please note that DPS is not permitted to investigate allegations of sexual assault, so all reports of sexual assault filed with DPS will be forwarded to the Los Angeles Police Department (911 or 213-485-2582). You also have the right to report to LAPD directly.
- Reporting to USC Student Judicial Affairs & Community Standards (213-821-7373) will begin an investigation into whether the accused student violated the student conduct code as detailed in SCampus. SJACS investigates complaints of student-on-student sexual assault as well as other forms of sexual misconduct.
- Reporting to the USC Office of Equity and Diversity (213-740-5086) will begin an investigation to determine whether a staff or faculty member, or other member of our university community, has violated university policies related to sexual harassment, sexual assault, and other forms of sexual misconduct. The Office of Equity and Diversity has offices at both UPC and HSC.
- Reporting to a Campus Security Authority will result in anonymous data collection that will be included in an annual statistical report, if the incident meets the geographic and other criteria established by the government under the federal Clery Act. This extra step is not needed if an incident has been reported to DPS, SJACS or the Office of Equity and Diversity.

Other assistance available to you:

http://sarc.usc.edu/reporting-options/

Team	Leader	Focus	Responsibility
Case Management Team	Chair / Co-Chair (Case Manager?)	Can include: sexual violence (stalking, harassment), dating issues, mental stability, homelessness, etc.	Identify and provide resources, offer support and guidance, assist with decision-making (whether to file complaint, etc.), provide assistance and accommodations (switching dorms, classes, transportation, etc.)
Advocates Office	Chief Advocate	Sexual Assault (rape, unwanted touching)	Manage the case if victim chooses to report, provide resources, provide updates, care coordination, etc. Specialized team *within* case management team

Two recommended teams to be created and the distinction between them

Appendix B. Initiative Participants

Task Force Members	
Karen Leong Clancy	UC Regent
Bonnie Reiss	UC Regent
Sadia Saifuddin	Student Regent
Sheryl Vacca	Task Force Lead, Senior Vice President & Chief Compliance and Audit Officer
Deidre Acker	Advisor to the Regents
Rishi Ahuja	Undergraduate Student
Susan Allen-Ortega	Associate Vice Chancellor/ Dean of Students
Adele Anfinson	Director of Student Health Services
Savannah Badalich	Undergraduate Student
Margo Bennett	Chief of Police
Lori Chamberlain	Director of the Office for the Prevention of Harassment & Discrimination
Wendi Delmendo	Chief Compliance Officer
Jill Dunlap	Director, Campus Advocacy, Resources & Education Women's Center
Jerlena Griffin-Desta	Deputy to the Vice President and Executive Director, Student Services
Paul Henisey	Chief of Police
James D. Herren	Chief of Police
Hallie Hunt	Director ,Center for Student Conduct and Assistant Dean of Students
David Lane	Systemwide Deputy Compliance Officer
Janet Lockwood	Manager, Academic Policy and Compensation
David Lopez-Carr	Professor of Geography, UCSB Chair, University Committee on Affirmative Action and Diversity
Janina Montero	Vice Chancellor of Student Affairs
Luanna Putney	Associate Chancellor
Emily Roxworthy	Professor of Theater, UCSD Chair, University Committee on Affirmative Action
Eleanor Skarakis	Chief of Staff to the Vice President of Human Resources & Director of HR Policy
Caitlin Stinneford	Sexual Violence Prevention Educator
Holly Swift	Graduate Student
Pamela Thomason	Sexual Harassment Coordinator/ Title IX Officer
Linda Williams	Associate Vice Chancellor
Allison Woodall	Deputy General Counsel

Work Groups*

AVC/ Dean of Students		
Berkeley	Joseph Defraine Greenwell	Associate Vice Chancellor/Dean of Students
Davis	Milton Lang	Associate Vice Chancellor
Irvine	Rameen A. Talesh	Assistant Vice Chancellor/Dean of Students/
Los Angeles	Maria Blandizzi	Interim Dean of Students
Merced	Charles Nies	Associate Vice Chancellor/Dean of Students
Riverside	Susan Allen-Ortega	Work Group Lead, Assistant Vice Chancellor/Dean of Students
San Diego	Gary Ratcliff	Assistant Vice Chancellor, Student Life
Santa Barbara	Debbie Fleming	Senior Associate Dean of Student Life
Santa Barbara	Angela Andrade	Associate Dean, Student Wellness Services
Santa Cruz	Alma Sifuentes	Associate Vice Chancellor/Dean of Students

Chief of Police		
Berkeley	Margo Bennett	Work Group Lead, Chief of Police
Davis	Matthew Carmichael	Chief of Police
Irvine	Paul Henisey	Chief of Police
Los Angeles	James D. Herren	Chief of Police
Merced	Rita Spaur	Chief of Police
Riverside	Mike Lane	Chief of Police
San Diego	David Rose	Chief of Police
San Francisco	Pamela E. Roskowski	Chief of Police
Santa Barbara	Dustin Olson	Chief of Police
Santa Cruz	Nader Oweis	Chief of Police

Prevention, Advocacy and Survivor Services (PASS)		
Berkeley	Christine (cici) Ambrosio	Director of Women's Resources and Sexual Harassment/Assault Resource Specialist
	finn schneider	Berkeley Cares Program Manager
	Lindsay Maurer	Undergraduate Student
	Marcia Gee Riley	Ombuds for Students and Post-doctoral Appointees
	Meghan Warner	Undergraduate Student
Davis	Jacquelynn Lira	Victim Advocate, CVPP
	Sarah A. Meredith	Education and Outreach Coordinator, Campus Violence Prevention Program
Irvine	Mandy Mount	Director, Campus Assault Resources and Education
	Zahabiyah Khorakiwala	CARE- Violence Prevention Coordinator
Los Angeles	Nicole Green	Director of Prevention and CARE- CAPS
	Mark Veldkamp	Student Care Manager/Advocate
Merced	Kari Mansager	Director of Violence Prevention Program
Riverside	Rhonda Dixon	Harassment Sexual Assault Resource Service Specialist
	Romaine L. Arterberry	Student Affairs Officer
San Diego	Jessica Heredia	Assistant Director, Student Affairs-Student Development
	Nancy Wahlig	Director, Sexual Assault and Violence Prevention Resource Center
San Francisco	Adele Anfinson	Director of Student Health Services
Santa Barbara	Briana Conway	Victim Advocacy Specialist
	Jill Dunlap	Work Group Co-Lead, Director, Campus Advocacy, Resources & Education Women's Center
Santa Cruz	Caitlin Stinneford	Work Group Co-Lead, Confidential State Certified Sexual Assault Crisis Coordinator
	Tam Welch	Gender and Sexuality Specialist

Student Conduct		
Berkeley	Hallie Hunt	Director, Center for Student Conduct and Assistant Dean of Students
Davis	Donald Dudley	Director, Student Judicial Affairs
Irvine	Crystal Rae Lugo-Shearer	Director, Office of Student Conduct
Los Angeles	Debra F. Geller	Executive Director, Community Standards
Merced	Le'Trice Curl	Director, Student Life and Judicial Affairs
Riverside	Tasha Yules	Interim Deputy Director, Student Conduct & Academic Integrity Programs
San Diego	Benjamin White	Work Group Lead, Director of Student Conduct
Santa Barbara	Stephan Franklin	Assistant Dean of Students, Judicial Affairs
Santa Cruz	Lucy Rojas	Interim Judicial Affairs Director
Office of the President	Eric Heng	Assistant Director, Student Services

Title IX		
ANR	Linda Manton	Executive Director for Staff Personnel and Affirmative Action and Title IX Officer
Berkeley	Denise Oldham	Director & Title IX Officer
Davis	Wendi Delmendo	Chief Compliance Officer/ Title IX Compliance Officer
Irvine	Kirsten Quanbeck	Work Group Lead, Director, OEOD, Title IX/ Sexual Harassment Officer
Los Angeles	Pamela Thomason	Sexual Harassment and Title IX Officer
Merced	Wendy Smith	Director of EEO/AA/Title IX & Accommodations Management
Riverside	Debbie L. Artis	Title IX Director
San Diego	Lori Chamberlain	Title IX Compliance Coordinator/Sexual Harassment Officer
San Francisco	Cristina Perez-Abelson	Director, Equal Employment Opportunity, Affirmative Action & ADA Compliance, Title IX Officer

Title IX		
Santa Barbara	Ricardo A. Alcaino	Director and Title IX Coordinator
Santa Cruz	Tracey Tsugawa	Title IX Officer
Office of the President	Katya Nottie	Title IX Officer / HR
Office of the President	Jennifer Chin	Representative of the Office of the General Counsel
LBNL	Christel Cantlin	Title IX Officer / HR

* Task Force members also participated on "select" Work Groups as time allowed

Appendix C. Glossary

Adjudication Process of deciding or resolving a dispute between two parties

ASCA Association for Student Conduction Administration, whose mission is to support higher education professionals by providing education materials and resources, professional development opportunities, and a network of colleagues

Campus Any UC location (e.g., campus, medical center, Office of the President) or Lawrence Berkeley National Lab and Agriculture and Natural Resources

Campus SaVE Act Campus Sexual Violence Elimination Act; an amendment to the Clery Act that requires higher education institutions to increase transparency about the scope of sexual violence on campus, guarantee victims enhanced rights, provide for standards in institutional conduct proceedings, and provide campus community wide prevention educational programming.

Consent An affirmative, unambiguous, informed, voluntary, revocable and conscious decision by each participant to engage in mutually agreed-upon sexual activity

Clery Act Jeanne Clery Act; Federal law that requires colleges and universities across the United States to disclose information about certain crime statistics on and around their campuses

Dating Violence Abuse committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim and is determined by length and type of relationship and the frequency of interactions

Dear Colleague Letter Guidance issued by the Office for Civil Rights on April 4, 2011 to assist colleges and universities with meeting their obligations under Title IX and to provide members of the public with information about their rights

Domestic Violence Abuse committed against an adult or minor child who is a spouse or former spouse, cohabitant or former cohabitant, or someone with whom the abuser has a child, has an existing dating or engagement relationship, or has had a former dating or engagement relationship. It can be physical, sexual, emotional, economic, or psychological

ED U.S. Department of Education, whose mission is to promote student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access

DOJ Department of Justice, whose mission is to enforce the law and defend the interests of the U.S., ensure public safety, prevent and control crime, and ensure justice for all Americans

Governance Oversees the principles and program, ensures compliance and provides high-level strategic direction (the "what")

LGBTQ Individuals who identify as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning

OCR Office for Civil Rights, whose mission is to ensure equal access to education and to promote educational excellence throughout the nation through vigorous enforcement of civil rights

Operations Each unit must implement the program as appropriate, in accordance with management directives (drives toward the "what" with the "how")

University of California Policy On Sexual Harassment and Sexual Violence Policy that applies to all UC employees and students at its campuses and University programs and activities and furthers the University's commitment to compliance with the law and to the higher standards of ethical conduct

PSA Public Service Announcement/Ad; messages in the public interest disseminated by the media with the objective of raising awareness and changing public attitudes and behaviors toward a social issue

Records and information management Policy, regulations and general principles for appropriately managing, accessing and preserving administrative records throughout their lifecycle and schedules for their final disposition

Response Model Teams The response model will consist of two teams. 1. A case management team that includes, at a minimum, student conduct, Title IX, campus police and advocacy; team will meet regularly. 2. A team responsible for a campus collaborative approach to addressing sexual violence; to ensure success the team must include key stake holders across the campus and community

Sexual Assault Any type of sexual contact or behavior that occurs without the explicit consent of the recipient. This includes but is not limited to forced sexual intercourse, fondling, and attempted rape

Sexual Harassment Unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature. It is conduct that explicitly or implicitly affects a person's employment or education or interferes with a person's work or educational performance or creates an environment such that a reasonable person would find the conduct intimidating, hostile or offensive

Sexual Violence Physical sexual acts engaged without the consent of the other person or when the other person is unable to consent to the activity.

Stalking When a person repeatedly engages in conduct directed at a specific person that places that person in reasonable fear of his or her safety or the safety of others

Student Advocate A student who has the experience, skills, and knowledge to train students on how to recognize and address sexual violence and provide advice and assistance to survivors of sexual assault

Student Conduct Officer University Official responsible for handing resolution meetings or conduct reviews with an individual alleged to have violated the Code of Conduct and to assign or recommend sanctions

Title IX Officer The designated coordinator or agent of the University with the responsibility for coordinating University Title IX compliance efforts

VAWA The Violence Against Women Act; meant to improve the criminal justice response to violence against woman

Zero Tolerance No tolerance and refusal to accept undesirable conduct and behavior, typically by strict and uncompromising application of the law