

PRESIDENTIAL STRATEGIC INITIATIVES

# RELATIONSHIP VIOLENCE & SEXUAL MISCONDUCT

PLAN



MICHIGAN STATE  
UNIVERSITY

## A MESSAGE FROM THE PRESIDENT

From the moment I accepted the position of president of Michigan State University in 2019, my primary goal has been to foster a safe university environment so every member of the campus community can be successful.

MSU already had begun a journey of needed reforms around relationship violence and sexual misconduct (RVSM) prevention and response when I arrived. I made it a personal priority to meet with sexual assault survivors, their families and advocates to hear their perspectives. I also met with the RVSM Expert Advisory Workgroup and its leaders, Professor of Psychology Rebecca Campbell and MSU Police Lt. Andrea Munford.

Both agreed, additionally, to serve as special RVSM advisers to me. Dr. Campbell is a national authority on the psychological impacts of sexual assault, and Lt. Munford is nationally recognized for her victim-centered, trauma-informed approach to sexual assault investigations. I am grateful for their continuing expert counsel as well as their leadership of the workgroup.

Through MSU units, departments, colleges and stakeholder groups, the university has a long-term organizational commitment to transforming its approach to RVSM services, prevention and policy, which we call Our Commitment. Since 2018, MSU has made many significant changes to foster a safer campus. MSU created the Prevention, Outreach and Education Department, which is the largest prevention department in the Big Ten, to educate all students, faculty and staff on how they can help prevent incidents of sexual assault, sexual harassment, relationship violence and stalking.

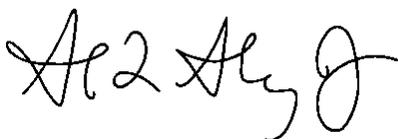
Although the progress is significant, my conversations with advisers, survivors and others persuaded me that a strategic approach is necessary for more effective and sustainable change. I envisioned a thorough assessment of the university's RVSM programs, policies and culture, building on the campuswide Know More @ MSU survey conducted in 2019.

I tasked the workgroup with serving as a strategic planning committee to create a five-year RVSM plan, in parallel and coordination with groups I empaneled for strategic institutional and diversity, equity and inclusion planning.

Now, after many months of outreach and deliberation, the RVSM Strategic Planning Committee has delivered a thoughtful and impressive report, including a comprehensive set of strategic initiatives for a prevention-focused and trauma-informed approach to RVSM. I want to thank the leaders and members for their diligence and dedication, including through the unique challenges posed by the COVID-19 pandemic.

There is still much to do, but with Spartans' continuing determination to make a difference, MSU can lead by example with innovative approaches to RVSM prevention and response.

Sincerely,

A handwritten signature in black ink, appearing to read "S. L. Stanley Jr.", written in a cursive style.

Samuel L. Stanley Jr., M.D. (he/him)  
President



## A Note about COVID-19's Impact on the Development of the RVSM Strategic Plan

Michigan State University's Relationship Violence and Sexual Misconduct (RVSM) Expert Advisory Workgroup has been developing this RVSM Strategic Plan for several years. In 2018, we started campus listening sessions to hear students, faculty, staff and alumni concerns about our institutional response to RVSM. In 2019, we conducted MSU's first truly campus-wide climate survey on RVSM, *Know More @ MSU*, and shared those results publicly in campus discussion sessions. In those meetings, students, faculty and staff shared ideas for how we can transform the climate and culture at MSU. In 2020, we began formal planning for this RVSM Strategic Plan, but our efforts to engage with the MSU community were cut short in the spring of 2020 due to the COVID-19 pandemic. As much as possible, we continued to seek input on the development of this plan from campus partners throughout 2020.

Because COVID-19 affected our campus engagement, we have planned two future opportunities to re-engage with MSU stakeholders to solicit feedback about this plan. In fall of 2021 and fall of 2023, we will create opportunities for MSU students, faculty, staff and alumni to share ideas and suggestions so we can work together to improve this plan over time. This is not a static document – it will grow, change and evolve through ongoing engagement with the campus community.

## RVSM STRATEGIC PLANNING COMMITTEE

Name	Position and Department
<b>Jesse Beal, M.A.</b> <i>(they/them/theirs)</i>	Director, MSU LGBT Resource Center
<b>NiCole Buchanan, Ph.D.</b> <i>(she/her/hers)</i>	Professor, Department of Psychology
<b>Shannon Lynn Burton, Ph.D.</b> <i>(she/her/hers)</i>	University Ombudsperson
<b>Rebecca Campbell, Ph.D.</b> <i>(she/her/hers)</i>	Professor, Department of Psychology RVSM Strategic Planning Committee Co-Chair RVSM Presidential Adviser
<b>Christian Chapman, B.A.</b> <i>(she/her/hers)</i>	Title IX Communications Manager
<b>Tana Fedewa, LMSW</b> <i>(she/her/hers)</i>	Director, MSU Center for Survivors
<b>Mary Ann Ferguson, Esq.</b> <i>(she/her/hers)</i>	Assistant Dean for Diversity and Equity, College of Law
<b>Tom Fritz, Ph.D.</b> <i>(he/him/his)</i>	Director of Support, Strategy, and Equity Office for Civil Rights and Title IX Education and Compliance
<b>Emily Guerrant, M.A.</b> <i>(she/her/hers)</i>	Vice President and University Spokesperson
<b>Tanya Jachimiak, J.D.</b> <i>(she/her/hers)</i>	Associate Vice President Office for Civil Rights and Title IX Education and Compliance
<b>McKenzie Javorka, M.A.</b> <i>(she/her/hers)</i>	Doctoral Candidate and RVSM Workgroup Research Assistant
<b>Kathryn McAlindon, Ph.D.</b> <i>(she/her/hers)</i>	Doctoral Candidate and RVSM Workgroup Research Assistant (graduated)
<b>Carrie Moylan, Ph.D.</b> <i>(she/her/hers)</i>	Associate Professor, School of Social Work
<b>Andrea Munford, B.A.</b> <i>(she/her/hers)</i>	Lieutenant, MSU Police Department RVSM Strategic Planning Committee Co-Chair RVSM Presidential Adviser
<b>Morgan PettyJohn, M.S.</b> <i>(she/her/hers)</i>	Doctoral Candidate and RVSM Workgroup Research Assistant
<b>Holly Rosen, LMSW</b> <i>(she/her/hers)</i>	Director, MSU Safe Place
<b>Kelly Schweda, M.A.</b> <i>(she/her/hers)</i>	Executive Director, Prevention, Outreach and Education Department

## LIST OF KEY TERMS & DEFINITIONS

(alphabetical order)

### Diversity

Diversity represents our varied collective and individual identities and differences. We recognize that diversity is a central component of inclusive excellence in research, teaching, service, outreach and engagement. We are committed to engage, understand, promote and foster a variety of perspectives. We affirm our similarities and value our differences. We uphold that, to truly be excellent, a university must support diversity.

SOURCE: MSU Diversity, Equity, and Inclusion Strategic Planning Committee

### Equity

Equity goes beyond fair treatment, opportunity, and access to information and resources for all, although these are crucial to the success of the university. Rather, equity can only be achieved in an environment built on respect and dignity, which also acknowledges historical and contemporary injustices. We are committed to intentionally and actively redressing barriers, challenging discrimination and bias, and institutionalizing access and resources that address historical and contemporary social inequalities.

SOURCE: MSU Diversity, Equity, and Inclusion Strategic Planning Committee

### Inclusion

Inclusion actively invites all to contribute and participate. In the face of exclusive differential power, we strive to create balance. Every person's voice is valuable and no one person is expected to represent an entire community. We are committed to an open environment and campus where students, alumni, staff, faculty and community voices are equally respected and contribute to the overall institutional mission.

SOURCE: MSU Diversity, Equity, and Inclusion Strategic Planning Committee

### Re-traumatization

Any relationship, interaction, policy, procedure or something in the physical environment that replicates someone's trauma either literally or symbolically, which then triggers the emotions and cognitions associated with the original exposure.

SOURCE: The Institute on Trauma and Trauma-Informed Care; Jennings, 2009

### Relationship Violence

A broad term that encompasses domestic violence and dating violence. *Domestic violence* is an act of violence (actual or an attempt to cause physical injury to another) or threat to cause violence to another, committed by an individual who is a current or former spouse or intimate partner of an individual, a person with whom the individual shares a child in common, or a person who is cohabitating with or has cohabitated with the individual as a spouse or intimate partner. *Dating violence* is violence (actual or an attempt to cause physical injury to another) or threat to cause violence committed by a person: 1) who is or has been in a social relationship of a romantic or intimate nature with the victim; and 2) where the existence of such a relationship shall be determined based on

a consideration of the following factors: (i) length of the relationship, (ii) the type of relationship, (iii) the frequency of the interaction between the persons involved in the relationship.

SOURCE: MSU RVSM and Title IX Policy

The United Nations expands on this definition to include other forms of violence in its definition of domestic violence. Per the UN, domestic abuse can be defined as a pattern of behavior in any relationship that is used to gain or maintain power and control over an intimate partner. Abuse is physical, sexual, emotional, economic or psychological actions or threats of actions that influence another person. This includes any behaviors that frighten, intimidate, terrorize, manipulate, hurt, humiliate, blame, injure or wound someone.

SOURCE: [United Nations \(2021\). Definition of Domestic Abuse](#)

### Sexual Assault

A broad term that includes non-consensual sexual contact, non-consensual sexual penetration (attempted or actual) or sexual exploitation. *Non-consensual sexual contact* is the intentional touching of intimate body parts of another person in a sexual manner without consent, causing another to touch intimate body parts without consent or the disrobing or exposing of another without consent. Intimate body parts include but are not limited to the mouth, neck, buttocks, anus, groin, genitalia, or breast; however, sexual contact can occur with any part of the body. *Non-consensual sexual penetration* refers to attempted or actual penetration of a genital, anal, or oral opening of another person by use of an object, instrument, digit or other body parts. An "object" or "instrument" means anything other than a respondent's genitalia or other body part. This includes forcing an individual to use an object, instrument or digit to penetrate another individual as well as oral penetration by a sex organ of another person. *Sexual exploitation* includes, but is not limited to: observing or attempting to observe another individual's nudity or sexual activity or allowing another to observe consensual sexual activity without the knowledge and consent of all parties involved (this includes non-consensual recording, sharing or streaming of images, photography, video, or audio recordings of sexual activity or nudity); exposing one's genitals or inducing another to expose their genitals in non-consensual circumstances; inducing incapacitation for the purpose of making another person vulnerable to non-consensual activity; masturbation in public; or arranging for others to have non-consensual contact or penetration.

SOURCE: MSU RVSM and Title IX Policy

### Sexual Battery

Any unwanted, non-consensual sexual contact involving forced touching of a sexual nature, but not involving penetration.

SOURCE: Know More @ MSU Campus Climate Survey

### Sexual Harassment

A form of discrimination that includes verbal, written, electronic, or physical behavior, directed at someone because of that person's sex (actual or perceived), gender, gender identity, gender expression, actual or perceived sexual orientation, sexual identity, or based on gender stereotypes, when the behavior is unwelcome and meets any of the following criteria: 1) submission or consent to the behavior is reasonably believed to carry consequences, positive or negative, for the individual's education, employment, university living environment, or participation in a university activity or program (this can also be referred to as "quid pro quo"); 2) the unwelcome behavior is so severe,

persistent, or pervasive that it causes an unreasonable interference with the individual's work or educational performance by creating an intimidating, hostile or demeaning environment for employment, education, university living or participation in a university activity or program (this can be referred to as a "hostile environment").

SOURCE: MSU RVSM and Title IX Policy

### **Sexual Misconduct**

A broad term encompassing *sexual harassment* and *sexual assault* (see definitions above).

SOURCE: MSU RVSM and Title IX Policy

### **Stalking**

Engaging in a course of conduct that is directed at a specific person or persons that would cause a reasonable person to feel fear for themselves or the safety of others, or to suffer substantial emotional distress. This includes cyberstalking, which utilizes electronic formats such as the internet, social networks, social media apps, blogs, texts, cell phones and other devices. Stalking can include behavior that occurs outside the context of a relationship.

SOURCE: MSU RVSM and Title IX Policy

### **Survivor-centered**

A survivor-centered approach seeks to empower the survivor by prioritizing their rights, needs and wishes. It means ensuring that survivors have access to appropriate, accessible and good quality services. It is essential that competent service delivery actors have the appropriate attitudes, knowledge and skills to prioritize the survivor's own experiences and input. By using this approach, professionals can create a supportive environment in which a survivor's rights are respected and in which they are treated with dignity and respect.

SOURCE: [United Nations \(2013\). Center to End Violence Against Women and Girls](#)

### **Title IX**

[Title IX of the Higher Education Amendments of 1972](#) prohibits discrimination based on sex in education programs or activities.

SOURCE: MSU RVSM and Title IX Policy

### **Trauma-informed**

Trauma-informed services realize the impact of trauma and potential paths for recovery recognize the signs and symptoms of trauma, respond by integrating knowledge about trauma into their approach, and resist re-traumatization.

SOURCE: Substance Abuse and Mental Health Services Administration (2014)

## LIST OF ACRONYMS

(alphabetical order)

Acronym	Definition
AAN	<a href="#">Academic Advancement Network</a>
AHR	<a href="#">Academic Human Resources</a>
DEI	Diversity, equity and inclusion
HR	<a href="#">Human Resources</a>
MDHHS	<a href="#">Michigan Department of Health and Human Services</a>
MSUPD	<a href="#">Michigan State University Police Department</a>
NASPA	<a href="#">NASPA, Student Affairs Administrators in Higher Education</a>
OARC	<a href="#">Office of Audit, Risk and Compliance</a>
OCR	<a href="#">Office for Civil Rights</a>
OER	<a href="#">Office of Employee Relations, MSU Human Resources</a>
OGC	<a href="#">Office of General Counsel</a>
OIE	<a href="#">Office of Institutional Equity</a>
OI3	<a href="#">Office of Inclusion and Intercultural Initiatives</a>
POE	<a href="#">Prevention, Outreach and Education Department</a>
REHS	<a href="#">Residence Education and Housing Services</a>
RO	<a href="#">Resolution Office</a>
RVSM	Relationship violence and sexual misconduct
SART	Sexual Assault Response Team
SVPI	Student Voice for Prevention Initiatives



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## WHY DID MSU CREATE A RVSM STRATEGIC PLAN?

Relationship violence and sexual misconduct are far too prevalent in institutions of higher education. Many students attend college in early adulthood, and the Centers for Disease Control and Prevention noted that this is a high-risk developmental period for sexual victimization (Basile et al., 2016). For faculty and staff, universities are hierarchical institutions that create and reinforce power differences among colleagues, and the National Academy of Sciences in 2018 reported that such dynamics contribute to pervasive sexual harassment and workplace incivility.

MSU faces these same challenges. Although MSU created one of the first campus-based rape crisis centers in 1980 and the first campus-based domestic violence shelter program in 1994, the university struggled to create a comprehensive approach to RVSM services and prevention. The [2004 MSU Task Force on Sexual Assault and Relationship Violence Report](#) recommended sweeping changes to MSU's approach to prevention, education, training and victim services. Ten years later, the [2014 Sexual Assault and Relationship Violence Policies and Programs Task Force](#) noted that many of the recommendations from the prior review had not been fully implemented and MSU needed more institutional focus on policy development and prevention education and training. Both task force reports were a call to action, but unfortunately, the university did not fully heed these calls.

In 2018, MSU faced an institutional crisis. In January that year, over 200 survivors of former MSU physician Larry Nassar told their stories of abuse during his criminal sentencing hearings in Ingham and Eaton county courts. 2018 was also a breaking point for many other survivors – hundreds of MSU students, faculty, staff and alumni came forward to report abuse and harassment they had been afraid to report for years, even decades. The university had created a culture in which survivors were afraid to report, and those who did disclose abuse often felt re-victimized and re-traumatized.

In the wake of this crisis, the Office of the President formed the RVSM Expert Advisory Workgroup in the spring of 2018 to make immediate recommendations to transform our institutional response to RVSM and oversee the implementation of those changes. Members of the RVSM Expert Advisory Workgroup are appointed by the president based on their content expertise in RVSM services, prevention, policy and/or research.

The RVSM Workgroup has gathered data and extensive feedback from the community, which has informed many significant changes we have already made at MSU to foster a safer campus and culture of respect. A list of [changes to foster a safer campus](#) are available on the Our Commitment webpage.

A top priority in this work has been strengthening campuswide efforts to prevent sexual assault, sexual harassment, relationship violence and stalking. In 2018 MSU created the Prevention, Outreach and Education (POE) Department to provide comprehensive RVSM training for students, faculty and staff. POE is currently the largest prevention department in the Big Ten with 12 full-time staff, a graduate assistant and more than 80 undergraduate peer educators. All undergraduate students, professional/graduate students, faculty and staff participate in yearly trainings in online or in-person formats. These trainings are focused on prevention of RVSM, eliminating violence on campus, developing skills to intervene as a bystander, supporting survivors and empowering everyone to become advocates for a non-violent community. [More about POE's work](#) is available at the Prevention, Outreach and Engagement website.

In 2019, President Samuel L. Stanley Jr., M.D., joined MSU with a commitment to creating a safer and more inclusive campus. Building on the changes already made in RVSM services and prevention, he tasked the RVSM Expert Advisory Workgroup to create a five-year RVSM Strategic Plan. President Stanley challenged the workgroup to create a values-driven operational plan with recommended initiatives, timelines and metrics to ensure the work will be done and MSU will evaluate its progress. This plan is informed by empirical research and best practices in RVSM services and prevention, and by lessons learned from other institutions of higher education and lessons we are still learning here at our own institution. This is MSU's plan to transform our campus culture and to protect the health, safety and well-being of all members of the MSU community.

## HOW DID WE CREATE THE RVSM STRATEGIC PLAN?

We selected Michael Quinn Patton's (2018) *Principles-Focused Evaluation* as the guiding framework for the RVSM Strategic Plan. Dr. Patton created this model as a guide for program evaluation, but it has also been used for operational strategic plans because of its focus on clear, measurable outcomes. Principles-Focused Evaluation has been used to tackle complex social challenges with diverse communities and cultures, such as youth facing homelessness, families living with poverty and indigenous communities advancing health initiatives (Patton, 2018). This model has also been used with other large-scale RVSM strategic initiatives, such as Drs. Tatiana Masters and Marisa Allen's (2019) Washington State Rape Prevention and Education Program.

This framework outlines an *empirically-driven, values-based* process for creating institutional change. A comprehensive *environmental scan* is an important first step. Collecting data from diverse constituency groups grounds the planning process in stakeholders' lived experiences and highlights the organization's resources, strengths and limitations. This data inform all aspects of the strategic plan, including the identification of guiding *values*. Patton emphasizes that values form the roots of an organization, and much like a tree, an organization without well-established values at its roots can become vulnerable and unstable in turbulent storms. As Patton explains, "Given the uncertainties of complex interventions and interactions, where the ends (outcomes, impacts, results) are uncontrollable, unpredictable

and emergent, values can become the anchor, the only *knowable* in an otherwise uncertain, unpredictable, uncontrollable and complex world.” (Patton, 2018, p. 121)

These values help organizations identify guiding *principles* for action. Unlike goal-driven strategies that work toward achieving static objectives and become less urgent or obsolete once the goals are met, effective principles provide enduring direction toward positive culture and outcomes.

To be effective, principles should **GUIDE** action → they must be **G**uiding, **U**seful, **I**nspiring, **D**evelopmental and **E**valuable. Principles should *guide* by influencing the priorities of an institution and help bridge the gap between the values an institution holds and the initiatives expected to bring about change. Effective principles should be *useful* by supporting the decision-making processes of an institution and *inspiring* by evoking a meaningful sense of purpose. Principles are intended to be *developmental*, meaning they are context-sensitive and adaptable to evolving, complex situations. Finally, to bring about lasting change, principles must also be *evaluable* to assess fidelity and measure whether the institution is indeed moving in the direction it wants to go.

From this foundation of values and principles, the Principles-Focused Evaluation framework helps stakeholders identify strategic aims and specific initiatives that will bring the guiding principles to life. Each of the initiatives should be evaluated with clearly defined metrics.

## ENVIRONMENTAL SCAN PROCESS & FINDINGS

From 2018 to 2020, the RVSM Expert Advisory Workgroup collected multiple types of data to inform the development of this RVSM Strategic Plan. Below we summarize this multi-year environmental scan project.

### **RVSM WORKGROUP LISTENING SESSIONS (SPRING 2018-PRESENT)**

From the time the RVSM Workgroup was established in 2018 to the present day, we have facilitated listening sessions with more than 30 campus groups including colleges, departments, faculty groups, staff units, student groups and organizations representing marginalized populations. Listening sessions occurred either by invitation from the units or by the workgroup reaching out to various stakeholder groups for feedback on specific topics. The meetings were typically facilitated by the workgroup co-chairs, with notes taken by our graduate research assistant.

During this time, we also posted an [online form hosted on MSU's Our Commitment webpage for comments or suggestions](#) on how to make campus a "safer and healthier community." Community members were able to provide feedback anonymously or give their names and contact information as they wished. As of March 2021, we received 285 responses from individuals interested in helping MSU improve its response to RVSM. The comments provided by each person were tracked, recorded and coded by our graduate research

assistant, allowing the workgroup to integrate the feedback into the development of our strategic plan.

Across these listening sessions and online comments, we heard calls for greater transparency from university leadership and the Board of Trustees; improved RVSM prevention and education; greater access to services and supports for survivors; consistent accountability and discipline for perpetrators; improved processes for reporting and investigations; and more protection and support for marginalized communities on campus.

*"I experienced abuse on campus and reported it – the investigation is ongoing (still, after more than a year!)."*

– Comment from a Survivor

*"As a male survivor of sexual assault, I am sincerely disheartened that those in authority portray the issues of sexual assault and relationship violence as only suffered by women and girls. I truly hope that MSU leadership finally step up to create a positive atmosphere on campus for all students."*

– Comment from a Survivor

*"It may be useful to follow up with individuals who report sexual assault on campus not only about the case itself, but about their experience in reporting: Do they perceive that they have consistently been treated competently and with care and professionalism by university medical staff, campus police and/or administrative staff? This might yield specific suggestions for improvement."*

– Comment from Alumni

*"I think we should put at least as much focus, if not more, on PREVENTION. And holding the perpetrators accountable."*

– Comment by a Parent

Taken together, we learned that the MSU community was calling for extensive culture change, starting at the highest levels of the institution.

### **REVIEW OF RVSM & TITLE IX POLICIES (SPRING 2018, FALL 2019-PRESENT)**

MSU hired two external, independent law firms to conduct a thorough review of the institution's RVSM and Title IX policies.

The first, Husch Blackwell, completed their review in the spring of 2018, and the [final report on MSU's Title IX Program](#) was made publicly available through the MSU Office for Civil Rights and Title IX Education and Compliance. This firm was tasked with reviewing the legal standards of MSU's policies and procedures and meeting with stakeholders on campus to understand the lived experiences of people who go through the reporting process. The Husch Blackwell report determined that MSU meets compliance in its current RVSM and Title IX policies. However, these practices were not found to consistently benefit the MSU community due to issues with misinformation and confusion about how to navigate the various offices involved with reporting RVSM.

A second, ongoing review from Cozen O'Connor was commissioned by the institution as a result of the [OCR Resolution agreement](#) to review the Title IX grievance process for three academic years, beginning in fall 2019. The Cozen O'Connor review thus far has indicated that MSU needs to reduce Office of Institutional Equity case timelines. They have also noted that MSU has invested significant resources for staff training and development to make these changes possible.

### **REVIEW OF RVSM SERVICES & PREVENTION (SPRING 2018-PRESENT)**

The Husch Blackwell report also included feedback on MSU's RVSM services and prevention programming. The Husch Blackwell report identified primarily positive perceptions of campus services but noted concerns about periodic understaffing to meet demand.

*“Participants who were familiar with [support] services were extremely complimentary of MSU’s counseling and advocacy services offered through Center for Survivors (CFS) and Counseling and Psychiatric Services (CAPS).”*

– From the Husch Blackwell Report

With respect to prevention, the Husch Blackwell report indicated MSU community members wanted more substantive, robust prevention programming and MSU administration needed to make substantial investments in prevention programming, which was initiated in 2018 and 2019.

The RVSM Expert Advisory Workgroup also evaluated the extent to which our current RVSM services and prevention programs align with empirical research and best practices.

**With respect to victim services, we found four key problems:**

1. Lack of accessible post-assault health care for sexual assault survivors, such as a Sexual Assault Nurse Examiner (SANE) program.
2. Lack of crisis response services for individuals who may not be comfortable accessing traditional voice-based crisis hotlines.
3. Insufficient staffing levels in our service programs to meet current need.
4. Lack of culturally specific programming to address the needs of marginalized communities.

**With respect to prevention programming, we noted three areas of concern:**

1. Insufficient staffing for prevention, outreach and education with faculty, students and staff.
2. Increased demand for college-, unit- and department-level climate response education and intervention.
3. Robust evaluation to assess the effectiveness of current programming.

## CAMPUS-WIDE RVSM SURVEY (SPRING 2019)

During spring of 2019, the *Know More @ MSU* survey assessed RVSM prevalence and help-seeking, as well as general climate on campus. The survey was designed in collaboration with RTI International, an independent, non-profit research organization that has led national efforts to create reliable and valid RVSM campus climate surveys. To ensure transparency and bolster trust in the findings, RTI was contracted to administer the survey, analyze the data and prepare an independent written report summarizing the findings. RTI International analyzed the de-identified data and prepared a [final report on the findings from the Know More @ MSU Campus Climate survey](#), which was publicly released through the Office for Civil Rights in November of 2019.

All MSU students, faculty and staff were sent a link to the online survey. A total of 15,073 members of the MSU community completed the survey: 7,813 undergraduates (5,121 women, 2,692 men); 1,666 graduate/professional students (1,052 women, 614 men); 1,115 faculty (593 women, 522 men); and 4,479 staff (2,976 women, 1,503 men). Due to the small sample size, respondents identifying as transgender women were grouped with cis-gender women for analyses, and transgender men were grouped with cis-gender men. Respondents identifying as non-binary were analyzed separately within the report; however, sample size limited the statistical precision of findings for this group. More details about these analyses are in the [final report on the findings from the Know More @ MSU Campus Climate survey](#).

The 2019 *Know More @ MSU* climate survey identified sexual harassment as the most common form of RVSM experienced by MSU students, faculty and staff, with rates ranging from 9.3% to 65.5% across different gender and affiliation groups. Rates of sexual assault were assessed only for students, and ranged from 3.5% to 12.9% across different gender and affiliation groups. Likewise, rates of intimate partner violence were assessed only for students, and rates ranged from 6.9% to 14.9%, across different gender and affiliation groups. Workplace incivility was assessed only among faculty and staff, and most survey respondents (of all genders) experienced at least some workplace incivility. The most common types were that a supervisor or coworker paid little attention to their statements or showed little interest in their opinions, interrupted or “spoke over” them, and doubted their judgment on a matter for which they were responsible.

The survey results also highlighted disproportionate rates of RVSM victimization and workplace incivility among those who identify as a racial/ethnic minorities, as having a disability or as a member of the LGBTQIA+ community.

*“There are a variety of disability identity groups, and MSU must consider broadly how to support individuals with disabilities in contexts surrounding RVSM.”*

– Comment by Staff

*"The experiences of women of color on this campus need more attention, as we face multiple types of victimization and discrimination because we are both women and people of color."*

– Comment from Faculty

*"As an LGBTQ alumni, I am concerned about LGBTQ policies on campus and the care that LGBTQ students on campus receive. Diverse voices must also be included in the conversation."*

– Comment by Alumni

The survey asked about disclosure and help-seeking behaviors among people who experienced RVSM on campus. For example, among the undergraduate women who experienced sexual assault, most disclosed the incident to someone in their personal life (e.g., a roommate, family member and/or friend). Disclosure rates to formal reporting systems were substantially lower. Among undergraduate women, roughly a quarter (25.4%) reported rape incidents to any formal source (e.g., police, medical system), and 20% reported or sought services from an MSU office specifically. Among undergraduate women who did report to MSU offices, most perceived the organization as helpful (83% of survivors reporting rape incidents).

Survey respondents indicated a variety of reasons they did not report experiences of sexual violence to formal systems. For example, undergraduate women indicated that they did not report rape incidents because they wanted to forget it happened (60.6%), did not want action taken (57.4%) or did not think the incident was serious enough (55.1%). Notably, these survivors were also concerned others might blame them for what happened (42.6%) and nearly a third (29%) were concerned they would be treated poorly.

Similar to disclosure trends among students, women faculty (56.1%) and staff (46.5%) were most likely to discuss experiences with sexual harassment in the workplace with a friend, family member or intimate partner. Rates of disclosure to a work colleague were 50.2% among women faculty and 43.3% among women staff. Approximately one-quarter of women faculty (26.4%) and a third of women staff (33.6%) told no one. A small percentage (17.7% of women faculty and 12.7% of women staff) reported to their department chair, dean, unit head

or supervisory staff. Rates of disclosure to other formal systems on campus, such as confidential resources, the Ombudsperson, OIE or Human Resources were much lower (less than 10% for both women faculty and staff). Rates of disclosure for sexual harassment were even lower among men faculty and staff. About 40% of men disclosed harassment to a friend, family member or intimate partner, while 43% of faculty men and 45% of staff men did not tell anyone.

Like students, faculty and staff who did not formally report sexual harassment indicated they did not think the incident was serious enough to merit a formal report. Women faculty also expressed concerns about impacts on their job (42.5%), concerns about retaliation (39.1%), and concerns they would be treated poorly (37.3%). Women staff cited not needing assistance (40.8%), concern about their job (40.4%) and concerns about retaliation (34.1%) as hindrances as well. Men employees rated not needing assistance (faculty: 43.4%, staff: 40.7%) and not wanting to take action (faculty: 36.2%, staff: 41.4%) as additional reasons for not reporting.

*"A lot of work has been done to assure input from students and faculty, but staff voices remain unheard. When it comes to reporting issues, power dynamics are in play between faculty and staff. I still feel as though I cannot report issues I see with the faculty that oversee me and my department as they hold all of the power."*

– Comment by Staff

Finally, the *Know More @ MSU* survey assessed perceptions of climate (e.g., school connectedness, perceptions of inclusivity, perceptions of school leadership) among members of the MSU community (as of spring 2019). The most positive aspects of climate were participants' sense of connectedness to the university and their awareness and perceived fairness of its sexual assault policy and resources. The most negative dimensions of climate overall were community perceptions of the highest university leadership at MSU. Overall, undergraduate men and faculty men reported the most positive perceptions of climate at the university, while women graduate/professional students, women faculty, and non-binary community members reported the most negative perceptions.

### **CLIMATE SURVEY DISCUSSION SESSIONS (SPRING 2020)**

The results from the *Know More @ MSU* climate survey were publicly released in late fall of 2019. The RVSM Workgroup hosted over a dozen discussion sessions across campus. These sessions began with a 20-minute presentation of the survey findings, followed by 40 minutes of open dialogue for questions and feedback. Approximately 500 people attended one of

these meetings. Undergraduate and graduate students, administrators, faculty, staff and community members attended these sessions, though faculty and staff constituted the majority of attendees.

A key theme in these discussion sessions was the need for major reforms in disciplinary processes for RVSM violations and for inappropriate conduct that may not rise to the level of an RVSM violation. Attendees voiced frustration with how Academic Human Resources (for faculty) and Human Resources (for staff) have handled RVSM discipline and sanctions.

*“There currently is no metric to assist supervisors in sanctioning individuals found in violation of the policy. It makes it look like there is inconsistency based on the type of position or appointment that you have on campus.”*

– Comment by Staff

*“I’d like to suggest that MSU issue a top-down review of the policies/procedures related to sexual harassment, discrimination and other matters pertinent to students and employees which exist in each MSU college.”*

– Comment by Staff

### **PRESIDENT MEETINGS WITH SURVIVORS (FALL 2019)**

After arriving in August 2019, President Samuel L. Stanley Jr., M.D., asked the RVSM Workgroup to facilitate three meetings with sexual assault survivors. Approximately 60 people attended across the three meetings.

The first meeting was held in the MSU Union, open to MSU students, faculty and staff. Survivors shared their concerns that MSU seemed more focused on attending to the needs of survivors involved in the Nassar case, and as a result, the voices of other survivors were not being heard. Survivors noted that the RVSM mandatory reporting policy deters survivors from seeking support due to concerns that their story would be reported to the institution without their consent. Survivors expressed anger and frustration with OIE processes and timelines and asked that the OIE process be redesigned to make it easier to navigate.

The second meeting was hosted at the East Lansing Public Library for survivors and family members connected to the Nassar case. Participants expressed ongoing anger and frustration with the lack of transparency and accountability in MSU's actions regarding Nassar. Participants called for courageous leadership at MSU, including swift and consistent accountability for perpetrators. Survivors and their family members emphasized the need for improved access to resources through the Healing Fund.

The third meeting was an open, public Zoom session to ensure accessibility and provide the ability for people to attend anonymously by changing their login name and turning off their video. Participants in this meeting also emphasized the need for greater transparency and accountability. Concerns were raised about how the mandatory reporting policy may discourage survivors from disclosing and seeking help.

## THE RVSM STRATEGIC PLAN: OUR VALUES

We used an inclusive, participatory process for identifying and defining the values that would guide this strategic plan. As described previously, we heard from thousands of MSU students, faculty, staff and alumni throughout our various environmental scan projects, and a common theme in that feedback was that MSU needs a values-driven approach to RVSM services and prevention.

We worked with MSU's Human Resources Organizational Development unit to help develop a guiding set of values for this plan. Over a series of meetings and workshops, we brainstormed a draft list of values and their definitions. We reviewed and revised our values and definitions over time, then shared our ideas with the two other presidential strategic planning initiatives co-occurring at MSU—University Strategic Planning and DEI Strategic Planning—for their input and suggestions.

In those discussions, we realized there were consistent themes across planning initiatives, indicating we were receiving consistent feedback from diverse stakeholder groups. President Stanley formed a values integration committee tasked with unifying these ideas into a common set of values clearly articulated and defined for MSU. That work will be included as part of the University Strategic Plan. Here, we present how the values that emerged from the integration and alignment across planning initiatives apply to our work creating an RVSM strategic plan.

**Collaboration, equity, excellence, integrity** and **respect** are foundational to our work creating a safe and inclusive campus. Changing our institutional culture requires that we challenge ourselves to live these values every day, in every decision we make. These values shaped our RVSM planning in vital ways.

- We value **collaboration** and will develop partnerships within MSU and with the communities we serve to develop programs, policies, and training for RVSM services and prevention.
- We will advance **equity**, eliminating barriers to access and success, challenging discrimination and bias and addressing past and present inequalities as we develop programs, policies, and training for RVSM services and prevention.
- We strive for **excellence** and hold ourselves to the highest standards of practice to improve our institutional response to RVSM programs, policies and training.
- We will act with **integrity** and hold ourselves accountable to the highest levels of honesty, trustworthiness and dependability in our institutional response to RVSM.
- We will cultivate **respect**, creating and sustaining a culture of safety that strives to prevent violence in all its forms and values the dignity of all people.

## THE RVSM STRATEGIC PLAN: OUR PRINCIPLES

We identified two fundamental principles to guide the work of translating our institutional values into strategic aims and initiatives. Consistent with Dr. Michael Quinn Patton's framework for Principles-Focused Evaluation (2018), we center these principles as important touchstones to guide our priorities for RVSM services, prevention and policy. We intend these principles to support decision-making processes and inspire our community with meaning and purpose. We acknowledge these principles are context-sensitive and adaptable to evolving, complex situations.

### **OUR WORK MUST BE INTERSECTIONAL**

We are inspired by the work of Professor Kimberlé Williams Crenshaw and her foundational work defining intersectional theory (Crenshaw, 1991). This theory focuses on how multiple identities (such as gender, race, disability status) intersect to impact individuals' experiences of oppression. The work of Dr. NiCole Buchanan, an MSU professor, explains how intersectionality theory can shape how we approach RVSM services, prevention, and policy.

Most sexual violence response systems and prevention strategies are best suited for White, middle-class, heterosexual, cisgender women and fail to address the needs and concerns of those who do not fit within this identity box. Intersectionality theory requires consideration of the many intertwined social identity groups to which one belongs because 1) the understanding of one social identity (e.g., gender) is dependent on the other social identities that one holds (e.g., sexual identity, race, social class); 2) identity combinations create unique social locations that hold unique meanings in society; 3) the identity combinations and their social meanings create experiences of marginalization that can be uniquely expressed (e.g., racialized sexual harassment) and experienced; and 4) these experiences reflect layers of oppression that are experienced simultaneously and place individuals at differing levels of risk for a variety of types of victimization and increased frequency of victimization (i.e., double/multiple jeopardy).

(McCauley, Campbell, Buchanan, & Moylan, 2019, p. 1912-1913)

Dr. Buchanan also emphasizes that intersectionality theory is a theory of *action*:

Perhaps most important, intersectionality theory demands that social justice be the foundation of all we do as practitioners, scholars, and activists. Scholars must engage in critical inquiry while also engaging in critical application of that knowledge with those doing the work on the ground and in the trenches.

Intersectional social justice strategies to address sexual violence must consider the ways in which oppression is simultaneously shaped by gender, race, class, sexual orientation, ability and other aspects of identity. To that end, we commit to a **principle of intersectional action**, which we define as:

We recognize people experience power, privilege and marginalization differently based on the unique intersection of their identities. We recognize social oppressions create climates that allow violence to occur and that violence increases disparities in the health and well-being of survivors. We acknowledge intersectional oppressions differentially impact institutional responses and resources provided to survivors based on their identity. We commit to intentional action to rectify the disparities that result from these dynamics.

## OUR WORK MUST BE TRAUMA-INFORMED

We are grounding our work in research on how trauma affects survivors' health and well-being. Decades of research consistently show that the process of disclosing and seeking help can all too often exacerbate survivors' distress (McCauley et al., 2019). This is a problem not only at MSU, but at other universities, and in fact, in society as a whole.

To remedy this problem, the Substance Abuse and Mental Health Services Administration (SAMHSA) called for the development of trauma-informed services:

Trauma-informed services *realize* the impact of trauma and potential paths for recovery, *recognize* the signs and symptoms of trauma, *respond* by integrating knowledge about trauma into their approach, and *resist* re-traumatization (SAMHSA, 2014).

The Institute on Trauma and Trauma-Informed Care (ITTIC) builds on this definition and breaks trauma-informed services into three critical levels: trauma-informed, trauma-sensitive, and trauma-specific. They conceptualize being trauma-informed as an umbrella that covers the organization and filters everything we do (ITTIC, 2019). Underneath that umbrella is trauma-sensitive and trauma-specific approaches that help address trauma within the community more specifically.

A trauma-informed organization is aware of the prevalence and impact of trauma and engages in universal precaution for re-traumatization.

A trauma-sensitive organization deliberately looks at all levels of operation/functioning to respond to others in a way that is sensitive to potential trauma histories. This requires all individuals, units and systems within organizations to examine their policies, procedures, physical environment and interpersonal interactions to minimize the risk of re-traumatization and instead encourage growth among those who have experienced trauma.

A trauma-specific organization offers evidence-based trauma treatments and interventions specifically designed to treat and help individuals heal from trauma. (ITTIC, 2019, p. 25-26)

The trauma-informed practice movement challenges service providers to center survivors' well-being in all interactions and decisions, which means we need to ensure all members of the MSU community have the knowledge and skills to respond with empathy and to help connect survivors to services. To that end, we commit to a **principle of trauma-informed action**, which we define as:

We will prevent the re-traumatization of survivors by taking universal precautions in our interactions, recognizing the strengths inherent in survivors, and providing appropriate supports so all members of our community can reach their full potential.

We will implement training, policies, and procedures that acknowledge the prevalence of traumatic experiences and understand the long-term, systemic impacts such events can have on a person's functioning and well-being.

## THE RVSM STRATEGIC PLAN: OUR STRATEGIC AIMS

With these values and principles in mind, and with the data from our environmental scan in hand, where do we go next? A key finding from the *2019 Know More @ MSU* captured our attention: The number of people who experience RVSM at MSU is much larger than the number of people who report and seek help after experiencing RVSM. For example, For every 100 MSU undergraduate women who experienced rape, only 20 sought formal services, such as OIE, advocacy, or support services.

- For every **100** MSU faculty women who experienced sexual harassment, only **18** reported to their department chair, dean, unit head or supervisory staff.
- For every **100** MSU faculty women who experienced sexual harassment, only **6** reported the incident to OIE.
- For every **100** MSU staff women who experienced sexual harassment, only **13** reported to their department chair, dean, unit head or supervisory staff.
- For every **100** MSU staff women who experienced sexual harassment, only **8** reported the incident to OIE.
- We don't have statistically reliable estimates for how many men who experienced RVSM sought services because it appears that those numbers are very low.

These findings highlight two interrelated problems:

1. **Most survivors are not connecting with resources.**

There are many possible reasons why survivors are not connecting with services: some may be unaware of the resources we have at MSU, some may be concerned that our services will not meet their needs or may not be culturally appropriate, and some may be concerned that even if they do report, no action will be taken by the institution. If survivors do not feel comfortable disclosing RVSM (whether formally as a report or informally to seek help services), then we will continue to see a substantial difference between the number of people who experience RVSM and the number of people who connect with resources.

2. **Too many people are experiencing RVSM at MSU.**

Our students, faculty and staff are experiencing sexual harassment, sexual assault, relationship violence and stalking, plus workplace incivility, and we need to stop this to create a safe, healthy work and learning environment for all.

## We need to change the shape of our institutional response to RVSM.

What do we mean by this?

We need to follow our principles for intersectional, trauma-informed action to create safe, supportive pathways for survivors to disclose and connect with resources. We need to create initiatives that will increase help-seeking.

Our current-state data look like an inverted triangle: the number of people experiencing RVSM is much larger than the number of people who report and seek help after experiencing RVSM. If we create safe, supportive options for survivors to connect with resources, we will increase rates of help-seeking. This will widen the point of that inverted triangle, changing its shape from a triangle to a trapezoid.

# Who experience RVSM



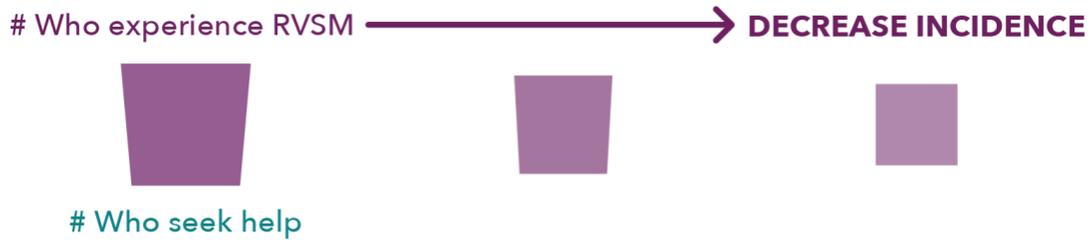
# Who seek help



**INCREASE HELP-SEEKING**

Additionally, we need to follow our principles for intersectional, trauma-informed action to provide education and outreach that will prevent RVSM from occurring in the first place. We need to create initiatives that will decrease incidence.

If we strengthen our prevention programming, we will decrease incidence rates, which will narrow the top of that trapezoid. Over time, these actions will change the shape from a trapezoid to a square.



Over time, these dual aims—increasing help-seeking and decreasing incidence—will change the shape of our institutional response to RVSM.



With a collaborative and coordinated approach, we can change the shape from a triangle to a smaller square.



An intersectional, trauma-informed approach means that we need multiple options, programs and strategies, as what works best for some members of our community may be different from what works best for others. There are many ways to increase help-seeking and support survivors, and there are multiple methods for education and outreach to prevent RVSM and workplace incivility.

As we identify initiatives to increase help-seeking and decrease the incidence of RVSM, we need to tailor this work to different communities within MSU.

- How do we support **SURVIVORS?**
- What resources and education should we provide to **RESPONDENTS?**
- How do we provide training and professional development for our **HELPERS?**
- What resources and support should we provide to the **CAMPUS COMMUNITY?**
- How do we provide training and professional development for our **LEADERS?**

We need to create initiatives that address the needs of survivors, respondents, our professional and volunteer helping staff, our campus community as a whole and our leaders.

## THE RVSM STRATEGIC PLAN: OUR INITIATIVES

We identified seven initiatives with the strategic aim of ‘changing the shape’ of our institutional response to RVSM by increasing help-seeking and decreasing incidence.

### 1) EXPANDING TRAUMA-INFORMED SERVICES

We will strengthen existing RVSM services to support survivors, helpers and the campus community. More specifically, we will improve access and the quality of services for survivors from marginalized communities and make formal reporting processes easier to navigate.

#### Survivors

Sub-Initiative		
1-1	Sexual Assault Healthcare Program	MSU Center for Survivors
1-2	McPherson-Rosen 25th Anniversary Endowment	MSU Safe Place
1-3	Access & Accessibility Initiative	MSU Center for Survivors
1-4	Survivor Interview Room	MSU Center for Survivors
1-5	24/7 Sexual Assault Advocacy Response	MSU Center for Survivors

## Helpers

Sub-Initiative	Sub-Initiative Title	Organizational Lead
1-6	DEI Professional Development Series	MSU Center for Survivors
1-7	Vicarious Trauma Intervention Project	MSU Center for Survivors
1-8	Quest Online LGBTQIA+ Violence Training	LGBT Resource Center
1-9	OCR Process Improvement Initiative	OCR, OIE, Resolution Office
1-10	Campus Sexual Assault Response Team (SART)	MSU Center for Survivors

## Campus Community

Sub-Initiative	Sub-Initiative Title	Organizational Lead
1-11	Creating More RVSM Confidential Disclosure Programs	Office of the President RVSM Advisers, OCR, Office of General Counsel
1-12	Creating Alternatives to Formal RVSM Reporting	Office of the University Ombudsperson

## 2) BUILDING TRAUMA-INFORMED CULTURE

We will foster a trauma-informed culture that responds supportively to survivors and helps connect them to RVSM services.

### Campus Community

Sub-Initiative	Sub-Initiative Title	Organizational Lead
2-1	RVSM Polices & Disclosure Training	POE
2-2	Creating Change Through Collaboration Annual Summit	POE
2-3	Culture of Support Campaign	RVSM Workgroup

## 3) STRENGTHENING RVSM POLICY VIOLATIONS, SANCTIONS & DISCIPLINE PROCESS

We will ensure the university follows a clear and consistent discipline and sanctioning process that complies with applicable university policies and collective bargaining agreements. Policy violations must be addressed quickly, and appropriate sanctions must be implemented to create an emotionally and physically safe environment for all. These initiatives will be led by

the Office of the Provost (Academic Human Resources) and by MSU Human Resources (Office of Employee Relations). We must have a consistent approach to RVSM cases, whether they are reported by students, faculty or staff.

### Leaders

Sub-Initiative	Sub-Initiative Title	Organizational Lead
3-1	RVSM Sanctions & Discipline Policy Initiative	Office of the Provost
3-2	RVSM Sanctions & Discipline Communication Initiative	MSU Human Resources, Office of Employee Relations

## 4) ASSESSING RESOURCES & SUPPORTS FOR RESPONDENTS

We will assess current services for RVSM case respondents and develop programming to provide support and education to maintain equity in our Title IX processes.

### Respondents

Sub-Initiative	Sub-Initiative Title	Organizational Lead
4-1	Respondent Programming Task Force	OCR
4-2	Respondent Advisers	OARC

## 5) STRENGTHENING RVSM PREVENTION PROGRAMMING

We have created robust RVSM prevention programming for students, faculty and staff, and so now we need to focus on evaluating these programs to determine their effectiveness in reducing incidents and promoting culture change. We will strengthen current prevention efforts by engaging members of the campus community to evaluate our programs and tailor future programs to the needs of our community.

### Campus Community

Sub-Initiative	Sub-Initiative Title	Organizational Lead
5-1	SVPI- Student Voice for Prevention Initiatives	POE
5-2	NASPA Culture of Respect: Prevention Evaluation Initiative	POE

## 6) CREATING RESPECTFUL WORK ENVIRONMENTS

We will create and sustain respectful work environments. We will provide leaders with training and toolkits to develop intervention skills and effective response strategies for addressing climate issues within their units.

### Campus Community

Sub-Initiative	Sub-Initiative Title	Organizational Lead
6-1	RVSM Healthcare Prevention Initiative	POE

### Leaders

Sub-Initiative	Sub-Initiative Title	Organizational Lead
6-2	Positive Workplace Alliance	Office of the Provost
6-3	Creating and Sustaining a Respectful Work Environment Series	AHR, AAN, HR, RVSM Presidential Advisers, OGC, OCR, POE, OI3
6-4	Unit-Specific Advanced Climate & Response Training	POE
6-5	NASPA Culture of Respect: Campus Leadership Team Collaborative	OCR-POE
6-6	National Academy of Sciences Action Collaborative	AHR

## 7) PROMOTING ACCOUNTABILITY

We will strengthen the accountability of MSU by developing tools to track the institution's progress adhering to this plan's values and principles and implementing the initiatives it lays out.

### Campus Community

Sub-Initiative	Sub-Initiative Title	Organizational Lead
7-1	RVSM Data Dashboard	OCR

## EXPLORING OUR INITIATIVES IN MORE DETAIL

The following tables provide more information about each sub-initiative, including:

- Organizational lead
- Primary point of contact
- Description of the sub-initiative
- A discussion of why this sub-initiative is important and how it connects to our strategic aims
- Funding information
- Timeline

On page 8 of this report, we provided a table defining commonly used MSU unit acronyms, which will be a helpful reference when reviewing these tables.

### Initiative 1: Expanding Trauma-Informed Services

Population: Survivors

#### Initiative 1.1: Sexual Assault Healthcare Program

<b>Organizational Lead</b>	MSU Center for Survivors
<b>Primary Point of Contact</b>	Sameerah Shareef, CNM, MSN ( <i>she/her/hers</i> ) Director, Sexual Assault Healthcare Program
<b>Description</b>	A campus-based Sexual Assault Nurse Examiner (SANE) program to provide comprehensive post-assault health care, including injury assessment and treatment, screening and treatment for sexually transmitted infections, emergency contraception, medical forensic exams and sexual assault kit (SAK) collection.
<b>Why Is This Important?</b>	Sexual Assault Nurse Examiner (SANE) programs are recommended national best practices for post-assault health care (Department of Justice, 2013). Most SANE programs are based in hospital emergency departments, which limits their availability and access for college students. By embedding a SANE program within the MSU Center for Survivors at the Student Service Building, we increase access and accessibility for all MSU students, faculty and staff. The 2019 <i>Know More @MSU</i> Survey revealed that 12.9% of undergraduate women have experienced sexual assault. Most undergraduate women (85%) were aware of services offered by the MSU Center for Survivors, so co-locating sexual assault health care services with this program increases access for survivors.
<b>Funding</b>	Grant from Michigan Department of Health and Human Services (MDHHS) for \$1,817,023.
<b>Timeline</b>	Opened November 2020

## Initiative 1: Expanding Trauma-Informed Services

Population: Survivors

### Initiative 1.2: Joanne McPherson & Holly Rosen 25<sup>th</sup> Anniversary Endowment

<b>Organizational Lead</b>	MSU Safe Place
<b>Primary Point of Contact</b>	Holly Rosen, LMSW ( <i>she/her/hers</i> ) Director, MSU Safe Place
<b>Description</b>	MSU Safe Place was the first campus-based domestic violence shelter in the United States. Former First Lady of MSU Ms. Joanne McPherson was instrumental in creating this program to serve victims of relationship violence and stalking. Holly Rosen was the inaugural director and continues to lead this program.
<b>Why Is This Important?</b>	The endowment will support MSU Safe Place's efforts in providing shelter, advocacy, and counseling to victims of intimate partner violence, intimate partner stalking (including cyber stalking), and non-intimate partner stalking (e.g., co-worker stalking).
<b>Funding</b>	\$50,000 guaranteed endowment from Peter and Joanne McPherson with an anticipated additional \$50,000 match from donors the McPhersons are fostering.
<b>Timeline</b>	Opened October 2020

**Initiative 1: Expanding Trauma-Informed Services**

Population: Survivors

*Initiative 1.3: Access & Accessibility Initiative*

<b>Organizational Lead</b>	MSU Center for Survivors
<b>Primary Point of Contact</b>	Tana Fedewa, LMSW ( <i>she/her/hers</i> ) Director, MSU Center for Survivors
<b>Description</b>	This initiative seeks to improve the accessibility of RVSM services through the development of interpreter services, translation of documents, accessibility technical assistance and large print and braille materials.
<b>Why Is This Important?</b>	According to 2019 <i>Know More @MSU</i> Survey, students with disabilities experience sexual assault at a higher rate than their non-disabled peers. For disabled students and those with limited English proficiency, seeking support and assistance brings additional communication challenges. Services for survivors must be fully accessible to reduce barriers to help-seeking.
<b>Funding</b>	Grant from MDHHS for \$78,000
<b>Timeline</b>	To begin Spring 2021

## Initiative 1: Expanding Trauma-Informed Services

Population: Survivors

### Initiative 1.4: Survivor Interview Room

<b>Organizational Lead</b>	MSU Center for Survivors in collaboration with MSU Safe Place, MSU Police Department, and other law enforcement agencies
<b>Primary Point of Contact</b>	Tana Fedewa, LMSW ( <i>she/her/hers</i> ) Director, MSU Center for Survivors
<b>Description</b>	Development of a victim-centered, trauma-informed interview space for law enforcement to conduct interviews with survivors who wish to report the assault to the police.
<b>Why Is This Important?</b>	The 2019 <i>Know More @MSU</i> Survey highlighted that a key reason survivors choose not to report is they are concerned they will be blamed for the assault and treated poorly by system personnel. Creating a safe, respectful environment for survivors to discuss the assault can help alleviate those concerns. Co-locating the interview room at the MSU Center for Survivors ensures survivors will have supportive services during the law enforcement reporting process. Research has found creating a survivor-centered space for law enforcement reporting can increase help-seeking and decrease trauma (Rich, 2019).
<b>Funding</b>	Grant from MDHHS for \$60,000
<b>Timeline</b>	Opened November 2020

## Initiative 1: Expanding Trauma-Informed Services

Population: Survivors

### Initiative 1.5: 24-7 Sexual Assault Advocacy Response

<b>Organizational Lead</b>	MSU Center for Survivors
<b>Primary Point of Contact</b>	Tana Fedewa, LMSW ( <i>she/her/hers</i> ) Director, MSU Center for Survivors
<b>Description</b>	The Center for Survivors will train volunteer advocates to respond to campus neighborhoods when a survivor discloses to an REHS staff member. Advocates will be dispatched to the location on campus and will meet with survivors privately to offer resources, reporting options, safety planning and transportation.
<b>Why Is This Important?</b>	According to the 2019 <i>Know More @MSU</i> Survey, almost 20% of rapes occur in residence halls. First-year students experience the highest rates of sexual assault. These findings suggest that residence hall staff are particularly likely to receive disclosures and this initiative ensures that survivors will be able to connect with an advocate immediately. Linking survivors to advocates as soon as possible ensures that survivors have access to high-quality information and resources and reduces survivors' distress (Martin, 2005).
<b>Funding</b>	Current operational budget
<b>Timeline</b>	To begin Fall 2022

## Initiative 1: Expanding Trauma-Informed Services

Population: Helpers

### Initiative 1.6: DEI Professional Development Series

<b>Organizational Lead</b>	MSU Center for Survivors
<b>Primary Point of Contact</b>	Tana Fedewa, LMSW ( <i>she/her/hers</i> ) Director, MSU Center for Survivors
<b>Description</b>	The Center for Survivors will host expert trainers and consultants to provide monthly training and professional development on diversity, equity, inclusion and access to MSU RVSM staff.
<b>Why Is This Important?</b>	These trainings will ensure that MSU RVSM staff are well prepared to support survivors with diverse identities, so all survivors receive culturally appropriate care. The 2019 <i>Know More @MSU</i> Survey found that members of the LGBTQIA+ community and students with disabilities experience higher rates of sexual assault. This is consistent with research that has identified LGBTQIA+ and those with intersecting oppressed identities experience higher rates of sexual assault (Coulter et al., 2017). Prior research has also found that members of marginalized racial and ethnic minority groups often experience microaggressions when reporting and seeking help (Ogunyemi et al., 2019), so investing in professional development for RVSM staff is critical for ensuring safe, supportive care
<b>Funding</b>	Grant from MDHHS for \$10,000
<b>Timeline</b>	To begin Spring 2021

## Initiative 1: Expanding Trauma-Informed Services

Population: Helpers

### Initiative 1.7: Vicarious Trauma Assessment & Intervention Project

<b>Organizational Lead</b>	MSU Center for Survivors
<b>Primary Point of Contact</b>	Tana Fedewa, LMSW ( <i>she/her/hers</i> ) Director, MSU Center for Survivors
<b>Description</b>	This project will assess current practices at the Center for Survivors and the Sexual Assault Healthcare Program to respond to and prevent vicarious trauma among staff. It will utilize evidence-informed assessment tools, including the Vicarious Trauma Organizational Readiness Guide (VT-ORG) to assess current organizational practices and develop new practices to support staff and volunteers.
<b>Why Is This Important?</b>	Vicarious trauma is common among RVSM service providers and it increases their stress and burnout and decreases their well-being (Globokar et al., 2016; Wies & Coy, 2013). The Vicarious Trauma Organizational Readiness Guide (VT-ORG) is an empirically supported guide for helping staff who serve RVSM survivors. This guide provides metrics and interventions to ameliorate the effects of vicarious trauma.
<b>Funding</b>	Grant from MDHHS for \$40,000
<b>Timeline</b>	To begin Spring 2021

## Initiative 1: Expanding Trauma-Informed Services

Population: Helpers

### Initiative 1.8: QUEST Online LGBTQIA+ Violence Training

<b>Organizational Lead</b>	LBGT Resource Center
<b>Primary Point of Contact</b>	Jesse Beal, MA ( <i>they/them/theirs</i> ) Director, LBGT Resource Center
<b>Description</b>	QUEST is designed to encourage the growth and development of ally skills and practices by providing educational programs and workshops at varying levels and on specific topics and identities. Future modules will be created to address RVSM issues in LGBTQIA+ communities.
<b>Why Is This Important?</b>	In the 2019 <i>Know More @MSU</i> Survey, LGBTQIA+ students, staff and faculty experienced higher rates of victimization than their peers, consistent with findings in national surveys (Whitfield et al., 2018). By educating MSU community members about the needs and experiences of LGBTQIA+ survivors, QUEST aims to improve the response to survivors and create a more inclusive campus, which research has found is associated with lower rates of victimization among LGBTQIA+ students (Coulter & Rankin, 2020).
<b>Funding</b>	Current operational budget
<b>Timeline</b>	QUEST 1: Foundations launched August 2020. Future modules specific to RVSM are in development for Fall 2022.

## Initiative 1: Expanding Trauma-Informed Services

Population: Helpers

### Initiative 1.9: OCR Process Improvement Initiative

<b>Organizational Lead</b>	Office for Civil Rights, Office for Institutional Equity, Resolution Office
<b>Primary Point of Contact</b>	Tanya Jachimiak, JD ( <i>she/her/hers</i> ) Associate Vice President, Office for Civil Rights and Title IX Education and Compliance
<b>Description</b>	This project will involve a comprehensive process review of OIE investigations and hearings. The goal of this review is to identify bottlenecks in the process and develop strategies to increase efficiency and improve communication with all parties involved in investigations.
<b>Why Is This Important?</b>	Previous external assessments of MSU's OIE by the federal Office for Civil Rights, the Husch Blackwell law firm, and the Cozen O'Connor law firm have indicated that MSU must improve OIE timelines. This initiative will identify process improvements to decrease timelines while allotting students, faculty and staff the appropriate time to review and respond to OCR requests. This assessment will be a data-driven approach to understand the impact of these processes on participants, to improve consistency and efficiency, and to determine best practices. National research has shown that campuses using data-based decisions and long-term assessment strategies have been able to positively affect campus climate (Taylor et al., 2018).
<b>Funding</b>	Current operational budget
<b>Timeline</b>	To begin Spring 2021

## Initiative 1: Expanding Trauma-Informed Services

Population: Helpers

### Initiative 1.10: Campus Sexual Assault Response Team (SART)

<b>Organizational Lead</b>	MSU Center for Survivors
<b>Primary Point of Contact</b>	Tana Fedewa, LMSW ( <i>she/her/hers</i> ) Director, MSU Center for Survivors
<b>Description</b>	The MSU Campus Sexual Assault Response Team (SART) includes multidisciplinary professionals to coordinate efforts and ensure the best possible experience for survivors when reporting sexual assault. The MSU Campus SART will be expanding its work to develop a memorandum of understanding between the Center for Survivors and all local law enforcement agencies to utilize services provided by CFS and the MSU Sexual Assault Healthcare Program.
<b>Why Is This Important?</b>	SARTs are recommended national best practice for coordinating RVSM service providers (National Sexual Violence Resource Center, 2018), and research has shown that the SART model improves survivors' help-seeking experiences and reduces the likelihood of negative reporting experiences (Greeson et al., 2016).
<b>Funding</b>	Grant from MDHHS for \$75,000
<b>Timeline</b>	Program expansion to begin Spring 2021

## Initiative 1: Expanding Trauma-Informed Services

Population: Campus Community

### Initiative 1.11: Creating More RVSM Confidential Disclosure Programs

<b>Organizational Lead</b>	Office of the President RVSM Advisers, Office for Civil Rights, Office of General Counsel
<b>Primary Point of Contact</b>	Tanya Jachimiak, JD ( <i>she/her/hers</i> ) Associate Vice President, Office for Civil Rights and Title IX Education and Compliance
<b>Description</b>	MSU'S Title IX and RVSM policies require that MSU employees designated as responsible employees report to OIE and MSUPD when they learn of possible policy violations, even when claimants do not want their information to be shared. There are a limited number of MSU units/staff that are exempt from this mandatory reporting policy, and these exemptions exist so that RVSM survivors can learn about services and reporting without triggering mandatory reports. This initiative will expand the number of units/staff that are exempt from mandatory reporting. Units and/or specific individuals will be required to complete an extensive training program on trauma-informed response approaches to learning how to provide supportive information and resources to survivors.
<b>Why Is This Important?</b>	RVSM survivors need spaces to talk about their experiences and learn about their help-seeking options without triggering a mandatory report that can cause additional trauma and negatively affect their trust in reporting options (Holland et al., 2018). This may be especially true for survivors from marginalized communities who are at higher risk of experiencing sexual assault and face more barriers to accessing services (Brubaker et al., 2017; Coulter et al., 2017). Expanding options for confidential discussions about RVSM experiences with trained staff will provide more spaces for survivors to seek information. In the Fall 2019 meetings between President Stanley and RVSM survivors, survivors raised concerns about MSU's mandatory reporting policies and specifically requested that MSU expand the number of units/staff who are exempt from mandatory reporting.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	To begin Spring 2021

## Initiative 1: Expanding Trauma-Informed Services

Population: Campus Community

### Initiative 1.12: Creating Alternatives to Formal RVSM Reporting

<b>Organizational Lead</b>	Office of the University Ombudsperson
<b>Primary Point of Contact</b>	Shannon Lynn Burton, Ph.D. ( <i>she/her/hers</i> ) University Ombudsperson
<b>Description</b>	A workgroup will be created to identify gaps in conflict management resources, reinforce and coordinate existing restorative justice programs and explore transformative justice options to identify alternate dispute resolution frameworks within the university.
<b>Why Is This Important?</b>	Current Title IX regulations allow for alternate resolution options if all parties agree, but MSU does not yet have formal processes in place to implement alternate resolutions. This workgroup will be tasked with identifying new options for addressing RVSM incidents besides formal Title IX reporting. Research has found that many survivors have positive attitudes towards alternative resolutions and want options besides formal Title IX reporting (Klar-Chalamish & Peleg-Koriat, 2021; Marsh & Wagner, 2015).
<b>Funding</b>	Current operational budget
<b>Timeline</b>	To begin Fall 2021

## Initiative 2: Building Trauma-Informed Culture

Population: Campus Community

### Initiative 2.1: RVSM Policies & Disclosure Training

<b>Organizational Lead</b>	Prevention, Outreach and Education
<b>Primary Point of Contact</b>	Kelly Schweda, MA ( <i>she/her/hers</i> ) Executive Director, Prevention, Outreach and Education
<b>Description</b>	The Navigating Policy and Reporting training teaches participants about the RVSM and Title IX Policy, how to file a report, what happens after a report is made, retaliation protection, interim measures and confidential resources. The Supporting Survivors as Mandatory Reporters training reviews the RVSM and Title IX Policy with the larger focus on obligations as a mandatory reporter, discusses challenges faculty/staff and or graduate assistants often face, and teaches skills to support survivors in the role of mandatory reporting. These trainings develop leadership skills to model appropriate responses to RVSM disclosures.
<b>Why Is This Important?</b>	In the 2019 <i>Know More @MSU</i> Survey, faculty and staff reported some degree of confidence in their ability to respond to disclosures according to MSU policies, but they expressed a desire for more information about how to support survivors as they fulfill their reporting obligations. Faculty and staff have also requested more opportunities for synchronous training that allows for discussion of the specific challenges they face when fulfilling mandatory reporting obligations.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	Launched Fall 2020

## Initiative 2: Building Trauma-Informed Culture

Population: Campus Community

### Initiative 2.2: Creating Change Through Collaboration Annual Summit

<b>Organizational Lead</b>	Prevention, Outreach and Education
<b>Primary Point of Contact</b>	Kelly Schweda, MA ( <i>she/her/hers</i> ) Executive Director, Prevention, Outreach and Education
<b>Description</b>	POE hosts an annual summit for faculty, staff and graduate students to learn about RVSM and discuss strategies to transform campus climate and culture. Summit sessions focus on understanding how power and privilege affect RVSM incidence and RVSM disclosures.
<b>Why Is This Important?</b>	The 2019 <i>Know More @MSU</i> Survey assessed campus climate and culture and identified a need to improve campus leadership climate, general climate related to RVSM and campus inclusivity. Developing a safe, respectful and inclusive campus climate is critical for supporting RVSM survivors and for preventing RVSM incidents. Research has shown that climate is linked to rates of sexual violence and willingness to engage in bystander intervention (Coulter & Rankin, 2020; Jouriles et al., 2020; Krebs et al., 2016; Rizzo et al., 2020), underscoring the need for programming aimed at improving campus climate.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	Annual event each spring

## Initiative 2: Building Trauma-Informed Culture

Population: Campus Community

### Initiative 2.3: Culture of Support Campaign

<b>Organizational Lead</b>	RVSM Workgroup
<b>Primary Point of Contact</b>	Rebecca Campbell, Ph.D. ( <i>she/her/hers</i> ) RVSM Workgroup Chair
<b>Description</b>	This initiative is a campuswide educational campaign to help all members of our community become trauma-informed first responders and to provide them with skills and resources to respond to disclosures in an empathic manner and to connect survivors to available services
<b>Why Is This Important?</b>	According to the 2019 <i>Know More @MSU</i> Survey, only 20% of those who experienced rape and 4.6% of those who experienced sexual battery sought support from an MSU office, while over 70% disclosed to a roommate, friend, or family member. These findings suggest that we need to provide broader-based education to ensure that no matter who survivors disclose to, they will receive a supportive response and will be connected to RVSM resources. In the Fall 2019 meetings between President Stanley and RVSM survivors, survivors noted they wished more people at MSU knew what to say and what to do when they disclosed. Research has found that teaching people how to provide helpful, supportive reactions to disclosures helps alleviate victims' distress and promotes healing (Edwards & Ullman, 2018).
<b>Funding</b>	Grant from MDHHS for \$475,000
<b>Timeline</b>	To begin Fall 2021

### Initiative 3: Strengthening RVSM Sanctions & Discipline Processes

Population: Leaders

#### Initiative 3.1: RVSM Sanctions & Discipline Policy Initiative

<b>Organizational Lead</b>	Office of the Provost
<b>Primary Point of Contact</b>	Suzanne Lang, Ph.D. ( <i>she/her/hers</i> ) Interim Associate Provost & Associate Vice President for Academic Human Resources
<b>Description</b>	This initiative is being led by the Office of the Provost to review and revise the RVSM sanctions and discipline process for faculty and staff who report through Academic Human Resources.
<b>Why Is This Important?</b>	According to the 2019 <i>Know More @MSU</i> Survey, 18.7% of faculty women and 9.3% of faculty men experienced sexual harassment connected in the context of their job during the 2018-2019 academic year. The vast majority of these incidents were perpetrated by someone at MSU, such as a colleague or supervisor. Being the victim of sexual harassment has negative impacts on one's life, including emotional distress, relationship strain, job dissatisfaction and difficulty completing work tasks. Those who experienced sexual harassment were reluctant to report due to concerns about retaliation and concerns that no action would be taken. In Fall 2019 meetings between President Stanley and RVSM survivors, survivors raised concerns about inconsistent and arbitrary sanctions and discipline across academic units. Research on sexual harassment has identified that workplaces in which employees perceive sexual harassment as not taken seriously have higher rates of sexual harassment (Willness et al., 2007). By strengthening the RVSM sanctions and discipline processes, this initiative will increase confidence in reporting as survivors begin to see that reports will be taken seriously and acted upon. In addition, having clear and consistent consequences for RVSM signals that the university will not tolerate such behavior, which is likely to have a deterrent effect and prevent new RVSM incidents.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	To begin Spring 2021

### Initiative 3: Strengthening RVSM Sanctions & Discipline Processes

Population: Leaders

#### Initiative 3.2: RVSM Case Communication and Support Process Enhancements

<b>Organizational Lead</b>	MSU Human Resources, Office of Employee Relations
<b>Primary Point of Contact</b>	Rick Fanning, J.D. ( <i>he/him/his</i> ) Director, Office of Employee Relations
<b>Description</b>	In 2018, the Office of Employee Relations conducted a sweeping review of its RVSM sanctions and discipline process, which resulted in the development of new protocols to coordinate processes with OIE, a new case tracking system. In 2020, OER created a position dedicated to working on cases reported through OIE which identify a support staff employee as a respondent. Building on this work, this communications initiative will focus on educating unit leaders on these new processes to ensure consistency in approach to RVSM cases. OER will continue to communicate the importance of RVSM-related issues to the unions that represent employees at the university.
<b>Why Is This Important?</b>	According to the 2019 <i>Know More @MSU</i> Survey, 17.6% of staff women and 15.1% of staff men experienced sexual harassment connected in the context of their job during the 2018-2019 academic year. The vast majority of these incidents were perpetrated by someone at MSU, such as a colleague or supervisor. This initiative builds on OER's RVSM sanctions and discipline review to focus on strengthening communication and education of unit leaders to ensure consistency in their approach to RVSM cases.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	Ongoing

### Initiative 4: Assessing Resources & Supports for Respondents

Population: Respondents

#### Initiative 4.1: Respondent Programming Task Force

<b>Organizational Lead</b>	Office for Civil Rights
<b>Primary Point of Contact</b>	Tanya Jachimiak, JD ( <i>she/her/hers</i> ) Associate Vice President, Office for Civil Rights and Title IX Education and Compliance
<b>Description</b>	This task force will review best practices in respondent program models to identify gaps in MSU’s respondent services. The task force will develop recommendations for creating educational programming and behavioral accountability interventions to address harmful conduct and to reduce recidivism.
<b>Why Is This Important?</b>	Title IX regulations require equity and due process in investigation and adjudication processes, but guidance for how to assist respondents has been limited. NASPA recommends that institutions provide comprehensive and equitable services for respondents (Henkle et al., 2019).
<b>Funding</b>	Current operational budget
<b>Timeline</b>	To begin Fall 2021

## Initiative 4: Assessing Resources & Supports for Respondents

Population: Respondents

### Initiative 4.2: Respondent Advisers

<b>Organizational Lead</b>	Office of Audit, Risk and Compliance
<b>Primary Point of Contact</b>	Marilyn Tarrant, CPA, CHC ( <i>she/her/hers</i> ) Associate Vice President and Chief Audit, Risk and Compliance Officer
<b>Description</b>	This program provides respondents who are involved in a Title IX investigation with advisers who can provide support and guidance throughout all phases of investigative or hearing processes. Advisers provide respondents with information on their rights and responsibilities to protect the interests of all parties and ensure the integrity of formal grievance processes
<b>Why Is This Important?</b>	To be compliant with Title IX regulations regarding due process and equity, MSU added respondent advisers to assist respondents in navigating the OIE process. NASPA recommends services such as respondent advisers to formalize and routinize assistance to all parties (Henkle et al., 2019).
<b>Funding</b>	Office of the President
<b>Timeline</b>	Launched March 2020

## Initiative 5: Strengthening RVSM Prevention Programming

Population: Campus Community

### Initiative 5.1: Student Voice for Prevention Initiatives (SVPI)

<b>Organizational Lead</b>	Prevention, Outreach and Education
<b>Primary Point of Contact</b>	Kelly Schweda, MA ( <i>she/her/hers</i> ) Executive Director, Prevention, Outreach and Education
<b>Description</b>	SVPI will be a standing student advisory group to POE. Undergraduate students will be recruited from diverse student organizations to share their perspectives on enhancing RVSM prevention programming and education at MSU.
<b>Why Is This Important?</b>	Student representation in RVSM prevention programming is critical to ensure that our efforts address their needs and concerns. Research has shown that engaging diverse community stakeholder groups strengthen prevention programming (McMahon et al., 2019).
<b>Funding</b>	Current operational budget
<b>Timeline</b>	Launched Spring 2021

## Initiative 5: Strengthening RVSM Prevention Programming

Population: Campus Community

### Initiative 5.2: NASPA Culture of Respect: Prevention Evaluation Initiative

<b>Organizational Lead</b>	Prevention, Outreach and Education
<b>Primary Point of Contact</b>	Kelly Schweda, MA ( <i>she/her/hers</i> ) Executive Director, Prevention, Outreach and Education
<b>Description</b>	The NASPA Culture of Respect initiative is an empirically developed framework for creating a comprehensive campus response to sexual violence. This initiative includes a two-year evaluation cycle to assess prevention programming: Year one assesses current efforts, and the second year assesses change and identifies areas for further improvement
<b>Why Is This Important?</b>	The 2019 <i>Know More @MSU</i> Survey found that many members of our community have experienced some form of RVSM, making effective prevention programming critical for reducing incidence. With the creation of the Prevention, Outreach and Education Department, MSU has already developed and implemented campuswide prevention programming. POE has 12 full-time staff, a graduate assistant and more than 80 undergraduate peer educators. All undergraduate students entering their first year must complete the Sexual Assault and Relationship Violence (SARV) Prevention Workshop, which promotes safety and awareness by educating students on sexual assault and relationship violence, eliminating violence on campus and empowering students to become advocates for a non-violent community. All undergraduate students entering their second year must complete the Bystander Network Workshop, which teaches bystander intervention skills and expands on ways to shift attitudes and beliefs around accountability and building community. All third-year and above undergraduate students have required online training that serves as a refresher for previous content and focuses on raising awareness of the impact of these issues on the campus community and encouraging students to engage in efforts to end these types of violence. Faculty and staff have required online learning modules and options for more enhanced in-person (or virtual) prevention sessions. The next step is to initiate a comprehensive evaluation of these programs that include comparisons to best practice models and peer institutions. This initiative will involve a multi-phase evaluation of POE's programming to inform further programmatic refinements.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	Launched Spring 2021

## Initiative 6: Creating Respectful Work Environments

Population: Campus Community

### Initiative 6.1: RVSM Healthcare Prevention Training Initiative

<b>Organizational Lead</b>	Prevention, Outreach and Education
<b>Primary Point of Contact</b>	Kelly Schweda, MA ( <i>she/her/hers</i> ) Executive Director, Prevention, Outreach and Education
<b>Description</b>	The U.S. Department of Health and Human Services Office for Civil Rights reviewed MSU’s compliance with Title IX and Section 1557 of the Affordable Care Act. MSU entered a voluntary resolution agreement, which included the creation and implementation of training of MSU HealthCare staff by the Title IX Coordinator. This training provides instruction on compliance with Title IX and Section 1557, and information on new and revised policies created through the resolution agreement, such as the Notice of Non-Discrimination and the revised RVSM policy.
<b>Why Is This Important?</b>	The Health and Human Services OCR review highlighted the need for focused training with health care staff to recognize and report incidents of RVSM and to work with health care staff to prevent RVSM.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	Training was created and submitted to US OCR for approval. Training will commence after receiving approval and will be ongoing on an annual basis for staff and faculty in MSU Health Care.

## Initiative 6: Creating Respectful Work Environments

Population: Campus Community

### Initiative 6.2: Positive Workforce Alliance

<b>Organizational Lead</b>	Office of the Provost
<b>Primary Point of Contact</b>	Barbara Roberts, M.Sc.O.T., Ph.D. ( <i>she/her/hers</i> ) Executive Director, MSU WorkLife Office
<b>Description</b>	The Positive Workforce Alliance was created to consolidate resources and to coordinate efforts between the many units across the institution taking steps to create a positive and respectful workplace. The Alliance will collaborate, coordinate and consolidate efforts toward a positive and respectful workplace; conduct research and education and share/promote existing research; develop a system for measuring impact and provide reports of said impacts to the university and general public; and advise future directions and provide ideas for future projects.
<b>Why Is This Important?</b>	The 2019 <i>Know More @MSU</i> Survey revealed that many MSU employees experienced either sexual harassment or workplace incivility in the 2018-2019 academic year. Nearly 20% of women faculty and staff experienced sexual harassment, with slightly lower rates for men. In addition, 70-81% of employees experienced at least one type of incivility. Research has found that workplace incivility is associated with higher rates of sexual harassment and leads to job dissatisfaction and intent to leave the workplace (Cortina et al., 2013; Miner-Rubino & Cortina, 2007; Settles et al., 2006). This initiative seeks to improve the overall work experience by creating positive and respectful environments. This is likely both to increase job satisfaction directly and decrease incidents of workplace mistreatment and harassment.
<b>Funding</b>	The WorkLife Office has seed funding (S3: "Science + Society @ State") to pursue future grants
<b>Timeline</b>	Launched Spring 2021

## Initiative 6: Creating Respectful Work Environments

Population: Leaders

### Initiative 6.3: Creating and Sustaining a Respectful Work Environment Series

<b>Organizational Lead</b>	Academic Human Resources, Human Resources (Office of Employee Relations), RVSM Presidential Advisers, Office for Civil Rights, Prevention, Outreach and Education
<b>Primary Point of Contact</b>	Cindi Leverich, MA ( <i>she/her/hers</i> ) Director of Academic Leadership Development
<b>Description</b>	This training is an ongoing series of workshops intended for both academic and non-academic leaders across the university to work together to improve the current climate and culture in their units. By including both academic and non-academic unit leaders, this training helps promote a universitywide consistent approach for creating respectful work environments. The training reviews the 2019 <i>Know More @MSU</i> Survey results, discusses the importance of understanding power dynamics, provides a leadership toolkit for assessing climate within a unit, and creates steps for building a positive and inclusive work environment. The training builds leadership skills and accountability in addressing unprofessional behavior that leads to improved climate and creating a safe and respectful culture.
<b>Why Is This Important?</b>	The 2019 <i>Know More @MSU</i> Survey found that at least 20% of employees had experienced workplace incivility often or very often and that 9.3%-15.1% of men and 15.1%-18.7% of women had experienced work-related sexual harassment. Research has found those who experience or witness harassment and incivility are less satisfied and more likely to resign or leave the workplace (Cortina et al., 2013; Miner-Rubino & Cortina, 2007; Settles et al., 2006). This workshop series trains unit leaders on how to recognize and address workplace harms, assess climate and build a respectful and inclusive workplace
<b>Funding</b>	Current operational budget
<b>Timeline</b>	Launched Fall 2020

## Initiative 6: Creating Respectful Work Environments

Population: Leaders

### Initiative 6.4: Unit Specific Advanced Climate & Response Training

<b>Organizational Lead</b>	Prevention, Outreach and Education
<b>Primary Point of Contact</b>	Kelly Schweda, MA ( <i>she/her/hers</i> ) Executive Director, Prevention, Outreach and Education
<b>Description</b>	The POE Climate and Response Unit assists MSU entities to address how RVSM incidents and investigations have impacted climate and to develop strategies to promote healing and culture change. Each training is tailored specifically for the impacted units.
<b>Why Is This Important?</b>	The 2019 <i>Know More @MSU</i> Survey revealed that nearly 20% of women faculty and staff (and slightly lower percentages of men) experienced sexual harassment in the 2018-2019 academic year, with far higher numbers experiencing or witnessing workplace incivility. Research on sexual harassment in organizations has illustrated that witnessing sexual harassment and incivility has impacts on the entire unit, as it creates job dissatisfaction, distrust in the organization and interferes with employees' work (Cortina et al., 2013; Miner-Rubino & Cortina, 2007). This initiative seeks to identify these unitwide harms and design interventions to improve the climate. This is likely to improve job satisfaction and may also serve as a deterrent for future incivility and harassment by creating a climate that promotes respectful work interactions.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	Launched Fall 2020

## Initiative 6: Creating Respectful Work Environments

Population: Leaders

### Initiative 6.5: NASPA Culture of Respect: Campus Leadership Team Collaborative

<b>Organizational Lead</b>	Office for Civil Rights, Prevention, Outreach and Education
<b>Primary Point of Contact</b>	Tanya Jachimiak, JD ( <i>she/her/hers</i> ) Associate Vice President, Office for Civil Rights and Title IX Education and Compliance
<b>Description</b>	Culture of Respect is a multifaceted initiative to create a comprehensive strategy to address RVSM. A key component of this initiative is the creation of a campuswide leadership team to create common goals among leaders and to align diverse campus constituencies, such as faculty, survivor services, Title IX, student representation, student affairs, HR/AHR, OGC and others across campus. The Campus Leadership Team will work together to complete an assessment of current efforts related to RVSM to determine areas of focus. The team will then utilize elements of the Culture of Respect framework to transform efforts for the subsequent year, culminating with another assessment to determine efficacy.
<b>Why Is This Important?</b>	In the 2019 <i>Know More @MSU</i> Survey, only slightly more than half of students, faculty and staff felt positive about school leadership and their response to RVSM. This initiative engages leaders to develop comprehensive, campuswide approaches to RVSM prevention and culture change.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	To begin Spring 2021

## Initiative 6: Creating Respectful Work Environments

Population: Leaders

### Initiative 6.6: NAS Action Collaborative on Preventing Sexual Harassment in Higher Education

<b>Organizational Lead</b>	Academic Human Resources
<b>Primary Point of Contact</b>	Melissa Sortman, MA <i>(she/her/hers)</i> Director Academic Human Resources Hilda Mejia Abreu, PhD <i>(she/her/hers)</i> Associate Dean College of Veterinary Medicine Cheryl Sisk, PhD <i>(she/her/hers)</i> Associate Dean College of Natural Science
<b>Description</b>	The National Academy of Sciences created a collaborative network of representatives from higher education institutions charged with developing research-based evaluation and best practices. The purpose of this network is to improve prevention and intervention programs to address sexual and gender harassment. MSU is a founding member of the collective network, with faculty and academic staff actively involved in the development of best practices to address unprofessional and harmful behavior through culture change.
<b>Why Is This Important?</b>	Best practice recommendations for preventing harassment in higher education are emerging and evolving, and MSU's participation in the NAS Collaborative ensures that we are learning from other institutions and sharing our strategies with other partner campuses.
<b>Funding</b>	Office of the Provost
<b>Timeline</b>	Launched Fall 2020

### Initiative 7: Promoting Accountability

Population: Campus Community

#### Initiative 7.1: RVSM Data Dashboard

<b>Organizational Lead</b>	Office for Civil Rights
<b>Primary Point of Contact</b>	Tom L. Fritz, Ph.D. <i>(he/him/his)</i> Director of Support, Strategy and Equity for the Office for Civil Rights
<b>Description</b>	To promote accountability and transparency in our institutional commitment to addressing RVSM, we will create a public data dashboard for our reported metrics and progress on the RVSM Strategic Plan initiatives. The first phase of this initiative will determine what data exist and how they can be clearly communicated to the campus community. The second phase will create a data dashboard with infographics and other visuals to represent the state of RVSM efforts across campus.
<b>Why Is This Important?</b>	As we strive for more transparency to the university community in relation to RVSM, we must provide regular updates and metrics. Creating an integrated resource for all RVSM reports and metrics will streamline communication and access to information.
<b>Funding</b>	Current operational budget
<b>Timeline</b>	To begin Fall 2021

## THE RVSM STRATEGIC PLAN: OUR EVALUATION PLAN

To measure progress on our key strategic aims to increase help-seeking and decrease incidence, we are planning two future administrations of the *Know More @ MSU Survey*, one in spring 2022 and one in spring 2024. Consistent with our past practices, results will be made public, and we will conduct discussion sessions to review the results and solicit feedback from campus stakeholders.

The key metrics we will be tracking in future *Know More @ MSU Surveys* include:

- Incidence rates for specific forms of RVSM (sexual harassment, sexual assault, relationship violence and stalking)
- Incidence rates for workplace incivility (employees only)
- The number of community members who seek help after experiencing RVSM
- Community members' awareness of RVSM help services
- Community perceptions of how MSU treats survivors of RVSM
- Community perceptions of MSU's leadership regarding RVSM climate and policies.

## HOW WILL WE KNOW IF WE'VE INCREASED HELP-SEEKING?

We will evaluate whether help-seeking by RVSM survivors has changed through a variety of metrics collected via future administrations of the *Know More @ MSU* survey and data collected from RVSM service units across campus.

We will re-administer help-seeking measures from the 2019 *Know More @ MSU* survey to statistically evaluate change over time in the percentage of survivors who report seeking help from various offices at MSU, the percentage of community members who report awareness of the various RVSM help services available, and the percentage of community members who believe MSU would treat them with dignity and respect when reporting RVSM.

Each of these metrics will be further analyzed by gender identity, affiliation group (student, faculty, staff), and other important identity subgroups (e.g., race/ethnicity, sexual orientation, disability status, international status). We will also examine whether help-seeking rates within groups increase over time.

Through partnerships with RVSM units on campus (e.g., OIE, Center for Survivors, MSU Safe Place), we will also collect annual aggregated, anonymous data on how many community members are accessing their services between administration of the *Know More @ MSU* surveys.

By tracking metrics in this way, we can evaluate whether help-seeking is increasing, which will allow us to adapt our service models, particularly for those in marginalized communities who have historically experienced more barriers to reporting or seeking help after experiencing RVSM (McCauley et al., 2019).

## HOW WILL WE KNOW IF WE'VE DECREASED INCIDENCE?

We will evaluate whether RVSM incidence rates decrease via future administrations of the *Know More @ MSU* survey. To track the prevalence of RVSM over time, we will include the same measures used in the 2019 *Know More @ MSU* survey that assessed student experiences with sexual harassment, sexual assault, relationship violence, and stalking, and faculty/staff experiences with sexual harassment and workplace incivility. We will examine whether there are statistically significant decreases in incidence rates over time.

Each of these metrics will be examined by gender identity, affiliation group (student, faculty, staff), and other important identity subgroups (e.g., race/ethnicity, sexual orientation, disability status, international status) to statistically evaluate change within subgroups over time. This will allow us to track incidence within marginalized communities identified as having higher rates of RVSM and continue to tailor our prevention programming as warranted.

We will compare MSU prevalence rates to available data from other comparable universities (e.g., through AAU Campus Climate Surveys), though we note that such comparisons are

likely to be descriptive in nature, given differences across surveys and projects in how incidence rates are assessed.

While counterintuitive in some respects, it is important to note that increases in incidence rates on future surveys may not necessarily indicate a rise in RVSM perpetration on campus. Research suggests that sexual assault survivors do not report due to feelings of shame and embarrassment and because they are not yet ready to acknowledge to themselves that what they experienced was an assault (O'Donohue, 2019; Zinzow & Thompson, 2011). Systemic failures by an institution to support the safety and well-being of its members can also discourage rates of reporting (Smith & Freyd, 2014). When interventions, such as those laid out in this strategic plan, are put in place to support survivors and to educate community members on what constitutes incidents of RVSM, more individuals may be able to define and acknowledge their experiences and feel safe enough to report them via campus surveys or to RVSM resources on campus.

Unfortunately, despite increased focus on RVSM prevention over the past few decades, incidence rates on college campuses have remained largely unchanged (Orchowski et al., 2020). This is because RVSM perpetration is tied to an array of sociocultural factors from the individual level (e.g., substance use, hypermasculinity), interpersonal relationships (e.g., childhood trauma), the community (e.g., weak sanctions against sexual violence), and society at large (e.g., societal norms that support traditional gender roles and excuse sexual violence; CDC, 2021; Moylan & Javorka, 2020). Effective RVSM prevention, therefore, requires a multi-pronged, systemic approach beginning in childhood, and extending through the life cycle (Basile et al., 2016). While our prevention work begins in adulthood as students and employees enter MSU, we are hopeful that our strategic plan will help decrease the likelihood of RVSM occurring in our campus community.

### **HOW WILL WE KNOW IF WE'VE CHANGED THE CULTURE AT MSU?**

We will evaluate whether we have been successful in changing the culture at MSU more broadly by assessing perceptions of climate for all members of the community (students and employees), and workplace incivility among our faculty and staff. To track these variables, we will use the same climate and workplace incivility measures used in the 2019 *Know More @ MSU* survey in the 2022 and 2024 survey administrations. Given that standardized benchmarks for climate and incivility measures across universities do not currently exist, we will be using our longitudinal data collected at multiple time points to assess whether there are statistically significant changes within our institution. As with the RVSM related measures, each of these metrics will be analyzed by gender identity, affiliation group (student, faculty, staff, employment rank), and other important identity subgroups (e.g., race/ethnicity, sexual orientation, disability status, international status). These findings will help us continue to make MSU a safe and healthy community for all.



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## THE RVSM STRATEGIC PLAN: TIMELINE

### YEAR 1

- Fall 2020 → - Plan development
- Spring 2021 → - Plan release

### YEAR 2

- Fall 2021 → - Campus engagement sessions to solicit feedback on the RVSM Strategic Plan
- Spring 2022 → - *Know More @MSU* RVSM Climate Survey #2 administered  
- Annual RVSM initiatives update report posted on RVSM data dashboard

### YEAR 3

- Fall 2022 → - Release of 2022 *Know More @MSU* RVSM Climate Survey results  
- Campus engagement sessions to discuss results
- Spring 2023 → - Annual RVSM initiatives update report posted on RVSM data dashboard

### YEAR 4

- Fall 2023 → - Campus engagement sessions to solicit feedback on the RVSM Strategic Plan
- Spring 2024 → - *Know More @MSU* RVSM Climate Survey #3 administered  
- Annual RVSM initiatives update report posted on RVSM data dashboard

### YEAR 5

- Fall 2024 → - Release of 2024 *Know More @MSU* RVSM Climate Survey results  
- Campus engagement sessions to discuss results
- Spring 2025 → - Campus engagement sessions to plan for future RVSM initiatives

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