

REPORT OF PRESIDENTIAL TASK FORCE ON CAMPUS SAFETY

May 31, 2017

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To: President David W. Pershing

From: Campus Safety Task Force

Date: May 31, 2017

Re: Report of Campus Safety Task Force

In December 2016, a Presidential Task Force on Campus Safety (“Task Force”)¹ was created with the purpose of ensuring that the University of Utah is doing all it can to promote the safety of our campus and our community. The Task Force met several times from January 2017 through March 2017. The meetings were timed to enable the Task Force to submit budget requests in April 2017. The budget request presented in April represents the Task Force’s initial recommendations but it represents only the first step of a process that should be ongoing in the future. Following is a brief summary of the work of the Task Force.

In the Charge to the Task Force, it was requested that the Task Force address four areas related to promoting campus safety:

1. Prevention — what kind of campaign is needed to reinforce a safe campus culture?
2. Physical Safety — what improvements are needed to lighting, security cameras, facilities, etc.?
3. Support Personnel — does the U have sufficient personnel to respond to incidents and support victims?
4. Training — should training be required for students, faculty and staff and at what level?

The work of the Task Force was accomplished through the formation of subcommittees which addressed each of the above areas. Subcommittees met several times on their own, used various means of reviewing current activities, programs and practices on the campus, and in some cases

The Task Force was appointed with broad participation from the campus community and included the following: Michele Ballantyne, Associate General Counsel and Barbara Snyder, Vice President for Student Affairs (co-chairs); Patti Ross, Chief Strategy Officer; Cristina Ortega, Board of Trustees; Dale Brophy, University Police Chief; Jessica Patterson, ASUU Vice President of Student Relations; Lori McDonald, Dean of Students; Kyle Brennan, Senior Associate Athletics Director; Brian Nicholls, Office of Equal Opportunity/Title IX; Deb Daniels, Women’s Resource Center; Laura Marks, Secretary to the Board of Trustees; Brooke Adams, University Marketing and Communications; Rob Kistler, Health Sciences; Kassy Keen, Center for Student Wellness; Lauren Weitzman, University Counseling Center; Barb Remsburg, Housing and Residential Education; Craig Bryan, College of Social and Behavioral Science; Gordon Wilson, Facilities; Jason Taylor, Educational Leadership and Policy; Mahalia Lotz, Student and SLC Against Sexual Assault; and Samuel Schwab, Greek System.

reviewed practices on other campuses and communities. The subcommittees each produced recommendations stemming from their work, which are included in the Appendix to this report.

The Task Force met six times between January 10 and March 28 and received regular reports from the subcommittees. The co-chairs also held seven listening sessions on main campus and in Health Sciences to receive feedback from the campus community; they also provided opportunities for members of the campus community to provide additional feedback to the co-chairs directly, outside of the listening sessions. Several members of the Task Force attended the listening sessions and the input from the listening sessions was important in forming their recommendations. The themes of the listening sessions are included in this report.

A Fall 2012 survey found that the majority of students report they feel safe on campus, an endorsement of the hard work our campus community is doing to ensure safety, in all respects—physical and emotional. We noted an increase in the past few years in student complaints to the Office of Equal Opportunity and the Office of the Dean of Students and view this as a positive indicator reflecting growing student awareness and confidence in the university's ability to appropriately respond to complaints, particularly those involving sexual harassment and sexual assault. Indeed, the Task Force's work discovered incredible levels of action around campus safety. Nevertheless, it appears much of the campus community is unaware of these ongoing efforts and available resources. While many resources exist, there is clearly more work to be done.

An overarching theme from the Task Force meetings and listening sessions is that safety information—from what is appropriate behavior to how to report an assault, where to find bystander information or daily campus crime reports, how to report concerns about campus lighting or security cameras—needs to be more readily accessible to our entire community. We are requesting additional resources to address high-priority needs, but also believe that through campus and community partnerships and improved communication on campus, we can accomplish much more. Emphasis on awareness, education and prevention must be a campus-wide commitment.

A summary of the Task Force's prioritized recommendations follows, along with individual recommendations from each subcommittee and our conclusion about next steps.

Charge to the Task Force

TO: Michele Ballantyne, Co-chair, Associate General Counsel
Barbara Snyder, Co-chair, Vice President for Student Affairs
Patti Ross, Chief Strategy Officer
Cristina Ortega, Board of Trustees
Dale Brophy, Chief of Police
Jessica Patterson, ASUU
Lori McDonald, Dean of Students
Kyle Brennan, Athletics
Brian Nicholls, OEO
Deb Daniels, Women's Resource Center
Laura Marks, Secretary to the Board of Trustees
Brooke Adams, Marketing and Communications
Rob Kistler, Health Sciences
Kassy Keen, Center for Student Wellness
Lauren Weitzman, University Counseling Center
Barb Remsburg, Housing and Residential Education
Craig Bryan, College of Social and Behavioral Science
Gordon Wilson, Facilities
Jason Taylor, Educational Leadership and Policy
Samuel Schwab, Greek System

FROM: David W. Pershing, President

SUBJECT: Presidential Task Force on Campus Safety

I am writing to ask you to serve on a new Presidential Task Force on Campus Safety. The purpose of the task force is to ensure that the U is doing all it can to promote the safety of our campus and our community. In light of recent incidents of crime on campuses around the country, it is an appropriate time to take a careful look at our own policies and practices concerning safety on campus.

Specifically, I would ask that you consider:

1. Prevention campaign(s) – what kind of campaign is needed to reinforce a safe campus culture?
2. Physical safety – lighting, security cameras, facilities, etc.
3. Support personnel – sufficient personnel to respond to incidents and follow up with victims
4. Required mandatory training for students, faculty and staff and at what level

It would be helpful to understand successful programs and communication plans from other institutions. I would hope that the task force could complete its work and provide recommendations to me in time to include requests in this year's annual budget cycle if additional resources are being requested. This issue is extremely critical, and I appreciate your thoughtful review and suggestions for improvement.

DATE: April 20, 2017

TO: President David W. Pershing

FROM: Michele Ballantyne, Associate General Counsel
Co-chair, President's Task Force on Campus Safety

Barbara Snyder, Vice President for Student Affairs
Co-chair, President's Task Force on Campus Safety

SUBJ: 2017-18 Budget Request

Summary of Request:

The President's Task Force on Campus Safety has been meeting for three months to examine ways to make the University of Utah a safer community for students, faculty and staff. While the efforts of the Task Force represent only the beginning of an ongoing initiative to improve campus safety, its review has identified preliminary needs which may be immediately addressed with financial support in the current budget cycle. The following is a description of the work of the Task Force to date, along with an initial budget request for your consideration.

Charge of the Task Force:

The Task Force was appointed with broad participation from the campus community and includes the following: Michele Ballantyne, Associate General Counsel, and Barbara Snyder, Vice President for Student Affairs (co-chairs); Patti Ross, Chief Strategy Officer; Cristina Ortega, Board of Trustees; Dale Brophy, University Police Chief; Jessica Patterson, ASUU Vice President of Student Relations; Lori McDonald, Dean of Students; Kyle Brennan, Senior Associate Athletics Director; Brian Nicholls, Office of Equal Opportunity/Title IX; Deb Daniels, Women's Resource Center; Laura Marks, Secretary to the Board of Trustees; Brooke Adams, University Marketing and Communications; Rob Kistler, Health Sciences; Kassy Keen, Center for Student Wellness; Lauren Weitzman, University Counseling Center; Barb Remsburg, Housing and Residential Education; Craig Bryan, College of Social and Behavioral Science; Gordon Wilson, Facilities; Jason Taylor, Educational Leadership and Policy; Mahalia Lotz, SLC Against Sexual Assault; and Samuel Schwab, Greek System.

The purpose of the Task Force is to ensure that the U is doing all it can to promote the safety of our campus and our community. The Task Force was asked to consider the following:

1. Prevention/awareness campaign(s)
2. Physical safety on campus
3. Support Personnel
4. Required mandatory training for students, faculty and staff

Task Force Activity:

The work of the Task Force was accomplished through the formation of subcommittees which addressed each of the above areas. Subcommittees used various methods of reviewing current activities, programs and practices on campus. Extensive interviews were conducted with appropriate campus entities engaged in promoting a safe environment. They also sought to identify, where possible, best practices from other campuses around safety issues. Existing data, reports and assessment measures were considered in analyzing future needs.

The Task Force met six times between January 10 and March 28 and the subcommittees met extensively on their own, with regular reports to the entire Task Force. The co-chairs also held seven campus listening sessions on main campus and in Health Sciences to receive feedback from the campus community, providing opportunities for additional feedback to be directed specifically to the co-chairs. These sessions were well attended by members of the Task Force and formed much of the content of the reports and, ultimately, this budget request.

A Fall 2012 survey found that the majority of students report they feel safe on campus, an endorsement of the hard work our campus community is doing to ensure safety, in all respects—physical and emotional. Indeed, the Task Force’s work found incredible levels of action around campus safety, but often without the knowledge of the community and others involved in safety initiatives. We believe that the increase in incident reports reflects growing student awareness and confidence in the university’s ability to appropriately respond to complaints, particularly those involving sexual harassment and sexual assault. The university must also be much more transparent regarding the consequences for those who violate community standards, the student code of conduct or Utah law. While many needs are being met, there is clearly more work to be done.

Following subcommittee reporting and the development of an extensive list of priorities, the Task Force participated in a value-voting exercise which resulted in the established list of priority requests for 2017-18. The list is not exhaustive and represents what we believe to be a reasonable first step at improving campus safety at the University of Utah. An overarching theme from the Task Force meetings and listening sessions is that safety information—from what is appropriate behavior to how to report an assault, where to find bystander information or daily campus crime reports, how to report concerns about campus lighting or security cameras—needs to be more readily accessible to our entire community.

It is also clear that much can be accomplished without additional resources by developing campus and community partnerships and improving communication on campus. While physical preparation and adequate response support are critical, emphasis on awareness, education and prevention must be a campus-wide commitment.

When the Task Force’s final report is issued in the near future, it will suggest recommendations for future campus dialogue, action and commitments for campus safety. We appreciate your consideration of the following prioritized budget recommendations for the coming year.

Task Force Prioritized Recommendations and Budget Requests

Total funding requested: \$388,282

- **Campus Safety Website: \$13,000 (\$5,000 contribution from Dean of Students for sexual assault prevention page)**

We recommend creation of a centralized, comprehensive Campus Safety website. The Dean of Students Office would have oversight and management of the website, which would have a standalone presence on the home page of the University's website.

The website's main page would include a mission statement, with video clips from the president, campus administrators, students, coaches, etc. about our campus expectations regarding the University's commitment to campus safety. The main page would feature a social media feed that uses the hash tag developed for an awareness campaign. It also would have links to relevant campus and community events and activities.

The main page also would have tabs connected to pages on these topics: sexual assault reporting and prevention; emergency and physical safety; campus climate/diversity; and training.

- **One-year awareness campaign: \$22,645**

We recommend the University engage in a one-year awareness campaign to promote the new website and share educational prevention messages.

- **Mandatory trainings for students and strongly recommended department/college trainings for staff and faculty: \$15,000**

We recommend the University require all students (new, transfer, graduate, post-docs and residents/house staff) complete the Haven and Haven Plus online training modules before being able to initially register for classes and then repeat the training every other year while a student.

We also recommend requiring staff and faculty to complete anti-discrimination, sexual harassment prevention, and bystander intervention training at the time of hire, and also strongly recommend that departments and colleges provide opportunities for updated training at least every three years.

- **Hire a new case manager and additional conduct staff member in the Dean of Students Office: \$137,000**

We recommend the University provide funding to hire a case manager and an additional conduct staff member in the Dean of Students Office, which is understaffed compared to other PAC-12 institutions and given a large increase in the number of cases received and their complexity.

- **Hire an additional victim advocate in the Center for Student Wellness: \$54,800**

We recommend the University provide funding to hire an additional victim advocate in the Center for Student Wellness, which has seen its caseload increase by 182 percent and is understaffed compared to other PAC-12 institutions.

- **Increase lighting throughout campus: \$125,000**

We recommend the University provide funding to increase lighting throughout campus.

- **Increase Women's Resource Center staff counselor to full time: \$20, 837**

We recommend accepting the recommendation of multiple students to make our sexual assault counselor full time to accommodate the needs of more clients.

Physical Safety Subcommittee Summary

Subcommittee chair: Gordon Wilson

Members: Jessica Patterson, Dale Brophy, Rob Kistler, Cory Higgins, Jennifer Reed and Barb Remsburg

The Physical Safety Subcommittee was tasked with identifying campus infrastructure that could be improved to enhance safety. Three areas of focus emerged from the subcommittee's meetings and from comments made in listening sessions: lighting, security cameras and secure doors.

It should be noted that various university entities have made budget requests and are engaged in planning efforts that address some items we highlight, complementing our findings and recommendations. The University Police Department, for example, is engaged in extensive, ongoing reviews of safety on campus that include updating resources where and when needed. These highlights and recommendations extend those efforts.

Many campus community members raised the need for additional lighting on campus to increase safety at night during the Task Force's listening sessions. Some identified specific areas on campus in need of lights. A light replacement program is ongoing throughout campus, and Facilities has initiated discussions about requiring temporary lighting installations during construction projects. We also note that the U Heads Up mobile app developed by Emergency Management could be more broadly implemented and publicized as a reporting tool for lighting and other physical safety issues.

Although new construction standards include use of secure doors that can be locked from the inside during an emergency, that function is still problematic in many of the older classroom buildings on campus. Funding to retrofit these classrooms with secure doors is needed.

The University Police Department is currently working on a plan to expand camera coverage, which will include the addition of cameras in the engineering parking lot and at the Marriott Library. In addition, Health Sciences has received approval and incremental capital funding for a comprehensive camera plan, with an estimated three- to five-year roll-out schedule.

The subcommittee also identified additional efforts currently underway to improve physical safety on campus. The University Police Department is seeking more personnel to assist with rerquests for security escorts. It also is reviewing options for a new campus alert system and charting all blue emergency phones for a GIS-based map.

Recommendations

- Based on feedback received in the campus listening sessions, our highest priority is funds for additional lighting on campus. Campus community members made numerous comments during the listening sessions about the need for lighting in certain areas, particularly where construction is occurring that has displaced existing lighting.

Prevention/Awareness Subcommittee Summary

Subcommittee chair: Barb Remsburg

Members: Cristina Ortega, Jason Taylor, Kyle Brennan, and Sam Schwab

The Prevention/Awareness Subcommittee considered what kind of campaign is needed to reinforce a safe campus culture. The subcommittee reviewed current information available regarding safety on campus, including data from several campus surveys, and gathered feedback from students, faculty and staff at the Task Force's listening sessions.

There is a clear need to provide access to and increase awareness of existing initiatives, resources and information through creation of an interactive, comprehensive Campus Safety website that initially would include sections dedicated to four primary areas: sexual violence and assault prevention; emergency and physical safety information; diversity and campus climate; and training programs.

These statistics illustrate the critical need for a comprehensive website:

According to the university's 2016 Campus Climate Survey, 52 percent of students do not know where to go to make a formal sexual assault complaint; 61 percent do not know what happens once a report is made; and 52 percent do not know where to get help and support on campus.

Recommendations

- The subcommittee recommends that the Dean of Students Office have oversight and management of a Campus Safety website, which would have a standalone presence on the home page of the university's website.

The website's main page would include a mission statement, with video clips from the president, campus administrators, students, coaches, etc. about our campus expectations regarding the university's commitment to campus safety. The main page would feature a social media feed that uses a hash tag developed for an awareness campaign. It also would have links to relevant campus and community events and activities.

The main page also would have tabs connected to pages on these topics: sexual assault reporting and prevention; emergency and physical safety; campus climate/diversity; and training.

- The subcommittee recommends development of a multi-faceted awareness campaign to publicize the new website as well as push campus safety messages to our community. We envision this campaign as changing its focus over the academic year to promote different sections of the new Campus Safety website.

This campaign would include messages from campus leaders integrated in student orientations and leadership meetings; messages faculty could include on syllabi regarding expectations and resources; on-going listening sessions throughout the academic year to allow students, faculty

and staff to continue to engage in campus safety issues; an annual assessment of effectiveness of prevention/awareness efforts.

Support Personnel Inventory Subcommittee Summary

Subcommittee chair: Kassy Keen

Members: Laura Marks, Craig Bryan and Mahalia Lotz

The Support Personnel Inventory Subcommittee was tasked with identifying needs and areas of improvement for campus personnel who respond to incidents of sexual misconduct and/or provide support services to survivors of interpersonal violence. We focused on three areas: quality/assessment, access/awareness, and partnerships.

The Support Personnel Inventory Subcommittee found variability in services, partnerships and needs across the various stakeholders that seemed to reflect the decentralized nature of university operations. We found a common need to sustain and build partnerships across campus to better respond to incidents of violence, share resources, and support survivors.

We understand that not all needs we identified during our review can be met at this time, given limited university resources. Consequently, we have listed our highest priority recommendations based on gaps identified after researching stakeholder needs and several subcommittee meetings. With these recommendations and appropriate interventions as a start, we believe the university can strengthen existing services to create a model team of response/support personnel that other institutions look to for guidance.

Recommendations

- We recommend the hiring of a new case manager and an additional conduct staff member in the Dean of Students Office. The office is understaffed compared to other PAC-12 institutions, particularly given an increase in the number of student cases received and their complexity.
- We recommend hiring an additional victim advocate in the Center for Student Wellness, which has experienced a 182 percent increase in new clients between Fall 2015 and Fall 2016.
- We recommend increasing the Women's Resource Center staff counselor to full time to accommodate the needs of more clients. Several students recommended this change and we endorse their view.

Training Subcommittee Summary

Subcommittee chair: *Brian Nicholls*

Members: *Lori McDonald, Lauren Weitzman, Deb Daniels and Brooke Adams*

The Training Subcommittee identified three main areas of focus for its work: create an inventory of available trainings addressing all types of safety on campus for students, staff and faculty; identify trainings available from external or community organizations which could be helpful to campus community members; and identify trainings that should be mandatory or required for particular groups of campus community members.

The subcommittee reviewed the Campus Security Report and communicated with various departments and campus community members to identify trainings now available to students, staff and faculty.

Here is a summary, by group and subject, of the majority of trainings now offered by various entities at the U:

Students, staff and faculty: Rape aggression defense; active shooter video and presentation; mental health workshops; campus suicide prevention gatekeeper training; Step In Speak Up (bystander intervention training); anti-discrimination and sexual harassment prevention training; anti-discrimination response training.

Students: Student and family orientation (provides information about crime statistics, self-defense, alcohol issues, bystander intervention, rape aggression defense class, after dark escorts, e-phones, campus alerts, student conduct process, etc.); international student presentations; the Utah Experience (for football athletes); UC 101 (for freshman at Utah Asia Campus); Haven/Haven Plus; Prime for Life/AlcoholEDU; student leader trainings; anti-discrimination and Title IX trainings; environmental health and safety trainings.

Staff and faculty: Intervening with students in distress; dealing with disruptive people; Department of Public Safety staff and faculty presentations; discrimination and sexual harassment new employee orientation; OEO/AA discrimination and sexual harassment training; new faculty orientation; new faculty administration orientation; inclusive environment/microaggression training; emergency preparedness training.

We explored whether there are any gaps in trainings offered by university-based groups or entities that would be better filled by an external entity. We determined that the university-based trainings on bystander intervention and sexual assault were robust and of high quality such that they do not need to be replaced or supplemented by external groups.

Recommendations

- We recommend creation of a comprehensive campus safety website with a section dedicated to training. We determined there is a lack of awareness of the wide variety of high-quality trainings available on campus or how to access trainings. We recommend that a "Trainings" section be an

integral part of a new, comprehensive campus safety website. This should be an interactive, searchable page organized by subject with links to online modules or contact information to access trainings.

- We recommend requiring all students (new, transfer, graduate, post-docs and residents/house staff) to complete the Haven and Haven Plus online training modules before being able to initially register for classes and then every other year while a student. These modules cover sexual misconduct prevention, a brief alcohol education component and bystander intervention training. We recommend this begin as soon as practicable.

- We recommend requiring all staff and faculty to complete an online training module on anti-discrimination, sexual harassment prevention and bystander intervention at the time of hire. We recommend this begin as soon as practicable.

- We strongly recommend that departments and colleges provide staff and faculty with anti-discrimination, sexual harassment prevention training and bystander intervention presented by OEO/AA staff at least every three years.

** The university already owns the Haven/Haven Plus training modules for students, eliminating any budgetary cost associated with this recommendation. Likewise, OEO/AA could update and develop an online component of its existing training program using current staff and resources. We recommend adding an online video to the training and request additional resources for such a video.*

Presidential Task Force on Campus Safety

Conclusions

1. After reviewing the array of programs, personnel and services devoted to campus safety at the University of Utah, the Task Force is pleased to observe the priority that safety has on campus. However, it is quite evident that there is no central repository for this information, awareness of where to go for assistance is inadequate and collaboration and communication is lacking. The University is generally a safe place, but improvements can and should be made. The Task Force recommends support to increase education and awareness of resources already available to the campus community. The immediate development of a comprehensive, user-friendly and adaptable website is essential.
2. While some education and training around safety (including sexual assault) is available to students, faculty and staff, many are unaware of the training opportunities available. The Task Force also believes that additional training should be implemented. The Task Force recommends mandatory sexual assault training for all students (undergraduate and graduate) beginning as quickly as is feasible but no later than Fall 2018. Additionally the university should identify mandatory training programs for staff and faculty at the time of hire.
3. The Task Force has identified and recommended specific areas for immediate increases in personnel, education, and awareness. Additional resources to improve the physical safety of the campus as well as the community's ability to assist in identifying 'unsafe' spaces are also included in the recommendation.
4. The university must vigorously and consistently affirm and exhibit its clear and unambiguous commitment to the safety of all members of our community. The living and learning environment demands that our core value is to be a place where, to every extent possible, we protect the physical and emotional well-being of our students, faculty, staff, and visitors.
5. The work of this Task Force represents an important first step in the review of safety on campus. However, it is recognized that consistent and ongoing attention to these issues must be maintained and that the U would benefit by joining with community partners where possible. Coordination of existing and new efforts will be critical, as will communication regarding progress and future needs. Task Force co-chairs Michele Ballantyne and Barb Snyder will coordinate next steps by convening essential campus representatives to ensure that these recommendations are implemented and continued in the future.

Appendix

TO: Michele Ballantyne, Associate General Counsel
Co-Chair, President's Task Force on Campus Safety

Dr. Barbara Snyder, Vice President for Student Affairs
Co-Chair, President's Task Force on Campus Safety

FROM: Gordon Wilson, Facilities
Chair, Physical Safety Subcommittee

DATE: March 17, 2017

RE: Physical Safety Subcommittee Recommendations

Background

The Physical Safety Subcommittee consists of Gordon Wilson, Jessica Patterson, Chief Dale Brophy, Rob Kistler, Cory Higgins, Jennifer Reed, and Barb Remsburg. The group focused on assessing and understanding the current inventory of cameras, lights, and secure doors. The listening sessions provided good direction regarding these subjects. We also drew information from key campus entities, such as University Police.

Findings

An extensive amount of work is in progress around campus to monitor and improve safety. Both University Police and Facilities are engaged in ongoing reviews and improvements to the campus infrastructure and safety measures. It is our understanding that other current budget requests may address some of our findings.

For example, University Police is currently working with a consultant to update the current security camera system on campus. Phase 1 of that project is 35 percent complete, with a goal of January 1, 2018 for 90 percent completion. The police department also is working to increase escort personnel to handle requests for assistance. Requests for safety trainings have increased, with more than 300 this year; the department will continue to provide trainings to as many groups as possible. The police department also is in the process of charting all blue emergency phones as part of developing a GIS-based map. It also is investigating new campus alert options.

Work to replace lights throughout campus is ongoing but additional lights are needed. A cell phone app is being designed that will allow campus members to report lighting issues.

The ability to lock classrooms from inside is still a problem in older buildings and options are being explored by Facilities and University Police to address this. New construction standards include secure door technology, with the ability to lock doors internally as needed.

Health Sciences has received approval and incremental capital funding for a comprehensive camera plan. Once the initially approved budget is exhausted, it may seek further capital funding, with an estimated 3- to 5-year rollout plan.

The subcommittee also identified additional efforts currently underway to improve physical safety on campus. The University Police Department is seeking more personnel to assist with requests for security escorts. It also is reviewing options for a new campus alert system and charting all blue emergency phones for a GIS-based map.

Recommendations

- Based on the comments received in the campus listening sessions, we recommend that funds be allocated for additional lighting across campus, supplementing funding requests in the Facilities budget.

TO: Michele Ballantyne, Associate General Counsel
Co-Chair, President's Task Force on Campus Safety

Dr. Barbara Snyder, Vice President for Student Affairs
Co-Chair, President's Task Force on Campus Safety

FROM: Barb Remsburg, Director of Student Services, Housing & Residential Education
Chair, Prevention Subcommittee

DATE: March 17, 2017

RE: Prevention Subcommittee recommendations

Background

Our subcommittee members were Cristina Ortega; Jason Taylor; Kyle Brennan; Sam Schwab; and Barb Remsburg (chair). Our subcommittee task was to consider: *Prevention campaign(s)—what kind of campaign is needed to reinforce a safe campus culture?*

In an early Task Force meeting, there was a discussion about ensuring that we address campus safety in a larger context than any one item. After that conversation, the subcommittee framed the awareness initiatives and recommendations that follow to cover three primary areas of safety:

- a. Sexual Violence and Assault
- b. Emergency and Physical Safety
- c. Campus Climate, Diversity, and Difference

Findings

The Office of Assessment, Evaluation, and Research within Student Affairs graciously provided the results from several campus surveys that addressed the domains of sexual violence, overall safety, and campus climate. We reviewed the survey data, focusing on these three areas. We also reviewed information shared at several campus listening sessions. Together, these sources of information framed our focus and recommendations on increasing the overall awareness of current campus resources and initiatives.

Recommendations

We recommend the development of a website that addresses campus safety which would be hosted by the Office of the Dean of Students. This website will provide a central location to help raise awareness of campus resources, prevention efforts, and information. We met with University Marketing and Communication to get a baseline estimate of costs and to outline a possible structure.

The site would be organized with four primary tabs on the main page. The main page would contain a social media feed that uses the # developed for the campaign; a feedback form; short

video clips from the president, campus administrators, students, coaches, etc.; and links to relevant campus and community events and activities. The four tabs would cover:

1. Sexual Violence & Consent
 - a. The Honors Praxis lab on Gender, Health & Human Rights has contributed proposed content for this section.
 - b. In addition, OEO/AA and the Dean of Students will provide required information related to Title IX, reporting, and university policies.
2. Emergency and Physical Safety
 - a. This section would include information and resources within the University Police Department, the Behavioral Intervention Team, Active Shooter, U Heads Up app, Walk in the Dark information, etc.
3. Campus Climate, Diversity, and Difference
 - a. This section would provide resources regarding university values that address diversity, support for students to understand the university initiatives, link to report a bias incident, and resources for underrepresented student support on campus.
4. Trainings
 - a. This section would provide a comprehensive, searchable compilation of trainings for students, faculty and staff. The faculty section would include information on classroom facilitation, sharing of resources regarding cultural climate, access to training, teaching and learning resources, etc.

We also recommend creation of a multi-faceted awareness campaign to run through an academic year. One of the elements of the campaign would be to develop a universal hashtag that could be used by campus entities to create uniform messaging for events, workshops, and lectures that address issues of safety.

We believe a campaign that is intended to influence campus culture must go beyond a marketing strategy. We identified several additional elements of an awareness-raising campaign and these recommendations are provided below. We also encourage the university to further explore and expand these strategies.

1. Focus on Message by Leadership

University leaders (staff, faculty, and student leaders) integrate the message into all fall-related orientations, leadership meetings, and planning for the year. Leadership would share the values around safety with the expectation that those present carry those messages into the year.

2. Message on Syllabi

Many faculty include a message on their syllabi regarding sexual violence. We recommend that all faculty include such a message in their syllabi.

3. Campus Listening and Feedback Sessions

We recommend ongoing campus-wide listening and feedback sessions, where students, faculty, and staff can continue to engage in these issues.

4. Coalition

We believe these recommendations would be best served by the development of a coalition that is tasked with further developing and implementing the work of the Task Force. We recommend the coalition be broad and inclusive.

TO: Michele Ballantyne, Associate General Counsel
Co-Chair, President's Task Force on Campus Safety

Dr. Barbara Snyder, Vice President for Student Affairs
Co-Chair, President's Task Force on Campus Safety

FROM: Kassy Keen, Program Manager, Center for Student Wellness
Chair, Support Personnel Subcommittee

DATE: March 17, 2017

RE: Support Personnel Subcommittee Recommendations

Background

The Support Personnel Inventory Subcommittee was tasked with identifying needs and areas of improvement for campus personnel that respond to incidents of sexual misconduct and/or provide support services to survivors of interpersonal violence (IPV). We focused on three areas: quality/assessment, access/awareness, and partnerships.

The Support Personnel Inventory Subcommittee met and/or communicated with representatives of several relevant stakeholders on campus to (1) obtain information about the nature of the services provided to campus community members (including both students and non-students), and (2) identify needs specific to response/support personnel.

The subcommittee attempted to identify current partnerships on campus, how each of the units share resources, and what can be done to collaborate and utilize expertise efficiently.

Our recommendations are based on gaps that we identified after researching stakeholder needs and several subcommittee meetings. With these recommendations and appropriate interventions, we believe the university can strengthen our existing services to create a model team of response/support personnel that other institutions look to for guidance. Thank you for the opportunity to contribute to this committee and we look forward to continuing to work together to support the university in this important endeavor.

Findings

Overall, the Support Personnel Inventory Subcommittee found variability in services, partnerships, and needs across the various stakeholders that seemed to reflect the decentralized nature of university operations. The Subcommittee met with various stakeholders across campus.¹

¹ Those stakeholders included: Athletics; Center for Student Wellness; Health Sciences; Office of the Dean of Students; University Counseling Center; University Apartments; Women's Resource Center; and

In assessing the current needs, we asked departments to identify existing personnel and whether or not staffing was sufficient. The Office of the Dean of Students, counseling services, and advocate loads are very full and many departments surveyed expressed concerns about a continued ability to respond and follow-up with students in a timely matter. Offices also noted the severe fatigue and stress that the content and workload has on staff. Last, they expressed the need for qualified and trained staff, who are experts in the field. The most salient needs to be addressed at this time are identified below.

Center for Student Wellness

The Center for Student Wellness (CSW) expressed a need for an additional victim advocate. The victim advocacy client base at the CSW has continued to increase since the first position was created in 2014. New clients increased 182% from Fall 2015 when compared to Fall 2016, showcasing that victim advocacy is a needed service on campus. Though this growth rate may not hold from year to year, the advocacy caseload is still expected to continue to rise. The CSW also expressed the need for more prevention staff to educate students and provide more skill-based prevention trainings like Bystander Intervention classes, which aligns well with the requests of the Prevention Subcommittee. A larger staff would increase education and prevention outreach substantially.

The Support Personnel Inventory Subcommittee identified the following need:

- Hire one additional victim advocate to spread out the increasing advocacy caseload.

Office of the Dean of Students

The Office of the Dean of Students (DOS) expressed a need for several staff due to the large increase in the number of cases they receive. Additionally, cases are becoming more complex and therefore taking more staff time. The services they provide are critical for compliance with different federal and state law requirements. As such, they have a strong need for an additional case manager and an additional staff member to handle conduct cases. When compared with PAC-12 institutions, our DOS office is understaffed.

The Support Personnel Inventory Subcommittee identified the following areas of need:

- Hire a new Case Manager to help to get through cases more efficiently.
- Hire an additional Conduct staff member to help resolve cases more efficiently.

Veterans Support Center. We also reached out to the LGBT Resource Center and Center for Disability and Access but were not able to connect with these offices. Recognizing that these populations experience disproportionate rates of IPV, the university must pay increased attention to ensure that this population has access to critical services. We would also recommend this for other marginalized populations and recommend reaching out to the Office of Equity and Diversity and Dreamers staff for undocumented students.

University Counseling Center

The University Counseling Center (UCC) expressed concerns about inadequate staffing specific to licensed mental health professionals who have training and expertise in trauma. Although UCC has a number of licensed clinical providers with some training and experience working with victims of IPV, complementing these existing providers with a staff member who possesses expertise in empirically-supported trauma-focused assessment and treatment methods is desired. The UCC is one of the primary referral sources for students seeking clinical and/or support services secondary to IPV and other forms of trauma.

The Support Personnel Inventory Subcommittee identified the following areas of need:

- Hire one full-time licensed mental health professional with training and certification in empirically-supported trauma-focused therapies (i.e., prolonged exposure and/or cognitive processing therapy).
- Train licensed therapists to attend the 40-hour trauma-informed care training.

Women's Resource Center

The Women's Resource Center (WRC) expressed concerns about inadequate staffing to meet the needs of students requesting services. Considering office space limitations, the most efficient method for meeting these needs would be to increase the number of hours of existing staff members. The WRC is one of the primary referral sources for female students seeking clinical and/or support services secondary to IPV and other forms of trauma.

The Support Personnel Inventory Subcommittee identified the following areas of need:

- Increasing the Counseling Coordinator's position from a part-time to full-time position.
- Increasing the training coordinator's position to 0.75 FTE.

Website

The Support Personnel Inventory Subcommittee recommends that resources for victims of IPV be listed on the proposed centralized website for campus safety and sexual assault support. Information should be kept concise enough to promote an attractive, navigable website, but detailed enough to assist visitors in differentiating services.

The website could feature information on campus offices including but not limited to the Office of the Dean of Students, the Office of Equal Opportunity and Affirmative Action, the Center for Student Wellness, The Employee Assistance Program, the University Counseling Center, and the Women's Resource Center. Information on community partners such as Planned Parenthood, the YWCA, and the Rape Recovery Center could also be included. Information could include the office name, description, list of services and approximate costs, address, phone number, and website link. Offices that offer services to marginalized populations within our community could be specifically included and designated as such. A filter function to find resources with specific features (on-campus, LGBTQ-friendly, free, etc.) may prove useful as well.

We recommend that a brief list of crisis resources, such as 24-hour hotlines, be included in a separate section of the website. Resources for campus community members interested in IPV awareness and prevention, resources for secondary survivors, and resources for mandatory reporters could also be included on the website.

TO: Michele Ballantyne, Associate General Counsel
Co-Chair, President's Task Force on Campus Safety

Dr. Barbara Snyder, Vice President for Student Affairs
Co-Chair, President's Task Force on Campus Safety

FROM: Brian Jay Nicholls, Associate Director, OEO/AA
Chair, Trainings Subcommittee

DATE: March 17, 2017

RE: Trainings Subcommittee Recommendations

Background

Our subcommittee members were Lori McDonald; Lauren Weitzman; Deb Daniels; Brooke Adams; and Brian Nicholls (chair). Our subcommittee task was to consider: *Should training be required for students, faculty and staff and at what level?*

The subcommittee identified four main areas of focus for its work:

1. To create an inventory of available trainings dealing with all types of safety on campus for students, staff, and faculty;
2. To identify trainings available from external or community organizations which may be helpful to university community members;
3. To identify trainings which we believe should be mandatory or required for particular groups of campus community members; and
4. To make concrete recommendations to the Task Force.

Findings

The subcommittee reviewed the Campus Safety Report, and communicated with various departments and members of the campus community to identify trainings available to staff, students, and faculty offered by university groups or departments related to campus safety. We've broken up those available training sessions by the offerings to each particular group, beginning with those available to all campus community members, and then the trainings available to only students, and then only to employees.

Students, Staff and Faculty:

- **Rape Aggression Defense:** This four-week self-defense course is taught three to four times a year by the Department of Public Safety.

- **Active Shooter Video and Presentation:** An online video is available to all members of the campus community at www.campusalert.utah.edu/shotsfired/ Presentation with video from the Department of Public Safety also is available upon request.
- **Mental Health Workshops:** The University Counseling Center offers workshops on a variety of mental health topics. Available upon request.
- **Campus Suicide Prevention Gatekeeper trainings:** The University Counseling Center offers workshops to assist campus gatekeepers identify warning signs related to suicide risk and refer to appropriate campus resources.
- **Step In Speak Up:** The Center for Student Wellness offers this bystander intervention training.
- **OEO/AA trainings:** The Office of Equal Opportunity and Affirmative Action offers anti-discrimination and sexual harassment training discussing policies regarding sexual misconduct including sexual assault or other types of sexual violence or harassment. These trainings are offered to any university group or individual upon request.
- **Anti-discrimination Response Training:** Day-long skills training offered by Irene Ota, diversity coordinator for the College of Social Work. Available upon request.

Students:

- **Student & Family Orientation:** Organized by the Office of Orientation and Leadership, Department of Public Safety and the Office of the Dean of Students. Presents information about crime statistics, self-defense, alcohol issues, bystander intervention, Rape Aggression Defense classes, the After Dark Escort, E-phones on campus, Campus Alerts, student conduct process and other programs. Mandatory for all new and transfer students. New and transfer students also receive brief training about sexual assault, domestic violence, dating violence and stalking at mandatory orientation sessions.
- **Presentations for International Students:** The Department of Public Safety provides information on safety, crime prevention, domestic violence and other social issues. Available upon request of the Office of International Student Scholar Services.
- **The Utah Experience:** Annual program offered to football athletes that includes a presentation by the Department of Public Safety on behavior toward and treatment of women, effect of drugs and alcohol on judgement and sexual assault prevention.
- **UC 101: Your Path to a Successful Start:** All students at the Utah Asia Campus take this course in their freshman year. One class session is dedicated to a discussion of safety issues, including dating violence, domestic violence, sexual assault and stalking. Alcohol and drug use is covered during a class on student wellness.
- **Haven, Haven Plus:** Online course available to students that address sexual misconduct prevention, brief alcohol education component, as well as bystander intervention.

- **Prime for Life, AlcoholEDU:** In person (PFL) and online courses available to students that educate students about risks and behaviors associated with abuse/misuse.
- **Greek Summit:** One-day new member program for students joining fraternity and sorority communities about alcohol use/abuse, sexual violence prevention, sexual health and bystander intervention techniques. Offered annually.
- **Student Leader Trainings:** The Center for Student Wellness offers trainings to student leaders on topics that include violence prevention, bystander intervention, etc.
- **Antidiscrimination and Title IX Trainings:** The Office of Equal Opportunity and Affirmative Action and Office of the Dean of Students meet with athletic teams, fraternity/sorority members, Housing and Residential Education (HRE) Student Leaders, Learning Abroad students, Graduate TA's, and Hinckley Institute interns each year to discuss university policies related to discrimination and sexual misconduct, the disciplinary process and possible outcomes.
- **Environmental Health and Safety Trainings:** The Department of Environmental Health and Safety offers training to University of Utah employees and students. These are designed to give the University community the tools and knowledge needed in providing awareness and a culture of safety in the workplace or lab settings. EHS provides a variety of trainings on topics ranging from Fire Extinguisher Safety to Hazard Communication Awareness and Biosafety. EHS maintains a website where individuals can search training classes and when they might be offered. EHS also offers a variety of online videos for emergency preparedness trainings including earthquake and disaster preparedness and active shooter on campus preparedness.

Staff and Faculty:

- **Intervening with Students in Distress:** Offered by the Office of the Dean of Students, University Counseling Center and Center for Student Wellness. Available upon request.
- **Dealing with Disruptive People:** Offered by the Department of Public Safety, University Human Resources and the Office of the Dean of Students. Available upon request.
- **Campus Staff and Faculty Safety Meetings:** The Department of Public Safety gives 10 to 15 presentations each year to departments on campus covering crime-related issues and safety tips. Available upon request.
- **Discrimination and Sexual Harassment New Employee Orientation:** Online module covering standard OEO/AA Discrimination and Sexual Harassment topics.
- **OEO/AA Discrimination and Sexual Harassment Training:** Offered to staff and faculty upon request of individual departments and discusses University Policy related to all types of discrimination and sexual harassment, including Title IX and mandatory reporting obligations.

- **New Faculty Orientation:** Training on discrimination, sexual harassment, and Title IX responsibilities for faculty members.
- **New Faculty Administration Orientation (Chairs/Deans):** Training on discrimination, sexual harassment, and Title IX responsibilities for faculty administrators.
- **Office of Inclusive Excellence:** Training for staff and faculty regarding creating an inclusive environment including information on microaggressions on campus.
- **UUHC Emergency Preparedness Trainings:** The UUHC Emergency Preparedness office offers a variety of trainings regarding personal emergency preparedness, preparedness at work, and how staff/faculty can get involved. They also provide an online Learning Management System (LMS) module on basic emergency preparedness, emergency codes, emergency plans, and communication plans in the UUHC system.

Trainings offered by community groups related to safety:

- **Green Dot** (<https://www.livethegreendot.com>)

A bystander intervention program focused on prevention of sexual assault and domestic violence.

- **Rape Recovery Center** (<https://raperecoverycenter.org/community-education-team/>)

Offers community group training on "Rape 101, Myths & Stereotypes"

- **Utah Domestic Violence Coalition** (<http://udvc.org/education/udvc-training-overview>)

Offers training and technical assistance to service providers and advocates and a "training of trainers" session. It also offers a Trauma-Informed Services Assessment designed to assess current service trends and opportunities for additional trauma-informed practices. UDVC also offers the 40-hour Core Advocacy Training for victim advocates.

We explored whether there were any gaps in trainings offered by university-based groups or entities, that would be better filled by an external entity. We determined that the university-based trainings on bystander intervention and sexual assault were robust and of high quality such that we did not feel that they needed to be replaced or supplemented by external groups.

Recommendations

The Subcommittee discussed the value in making certain types of trainings "required" or "mandatory" for particular groups of University community members. Our recommendations follow.

- We recommend that the Haven and Haven Plus online training modules be mandatory for all students (new, transfer, graduate students, and post-docs, residents/house-staff). We believe there should be a mechanism for requiring students complete this training upon entry to the

University before being able to register for classes, and then every other year that they remain a student.¹

- We recommend requiring that all staff and faculty complete an online training module on anti-discrimination, sexual harassment prevention and bystander intervention at the time of hire.
- We strongly recommend that departments and colleges provide staff and faculty with anti-discrimination, sexual harassment prevention training and bystander intervention presented by OEO/AA staff at least every three years. These in person trainings could be offered on a departmental basis to facilitate discussion and allow the OEO/AA to answer any questions about University obligations, individual staff/faculty reporting requirements and to provide scenario/situation-based material. The subcommittee also recommends that these trainings include information on bystander intervention.
- The Subcommittee also recommends that the overall prevention/awareness campaign effort include information about trainings available on campus.
- The Subcommittee believes “Trainings” should be represented on the website with an interactive, searchable listing of the available trainings on campus. We propose the list be organized by subject and include contact information for the office/department/individual responsible for offering that training. That way, a university community member—whether staff, student, or faculty—could visit the website, see the complete list of trainings available in one place, read a short description of the training, and have access to brief information about how to go about arranging or attending a training. This website should also include access to electronic versions of trainings where appropriate, such as links to LMS or online learning modules.

¹ The university already has purchased the Haven/Haven Plus training modules for students, thus there would be no budgetary cost associated with this recommendation. Similarly, the OEO/AA could update and develop its existing training program to include an online component using current staff and resources. We recommend adding an online video to the training and request additional resources for such a video.

University of Utah Campus Safety Task Force

Themes of Listening Sessions

1. Staffing

a. Counseling.

- i. Women's Resources Center staffing should be increased to decrease wait list.

b. Escorts.

- i. Increase resources for University Police to provide prompt escorts.
- ii. Some undocumented students don't feel safe calling police; alternative resources for them?
- iii. In lieu of a personal escort, provide someone to talk on cell phone to person walking.
- iv. Across from Greek row.
- v. Provide signs at the Union advertising availability of safety escorts.

2. Training

a. Sexual violence.

- i. Desire for more counselors to have 40-hour training on sexual violence
- ii. Additional training for University Police in handling sexual violence and sensitivity. Police do have 40-hour trauma informed response training.
- iii. Provide additional bystander training; have heard positive feedback on the bystander training that is provided.
- iv. Green Dot Training – nationally recognized.
- v. One thought Haven training was too long. Would like shorter version.
- vi. Train regarding possible consequences of sexual violence
- vii. Provide web-based training for students; convenient.
- viii. Some didn't like web-based training in the past.
- ix. Provide small group training if have enough resources to do so.
- x. Provide training that is interactive and meaningful.
- xi. Train RA's regarding responses to sexual assaults.
- xii. Train on what to do if someone disrupts a class.
- xiii. Sensitivity training for people who interact with students that includes training in issues unique to people of color.
- xiv. Training on having difficult conversations.
- xv. One person wanted training for athletes and Greek system. Greeks noted that they already require regular training, both online and in person.
- xvi. Provide more consent education and discuss consent in positive ways.
- xvii. Micro-aggression training.
- xviii. Police are providing rape prevention training. They are doing as many as they can fill.
- xix. Provide a comprehensive list of trainings.

xx. Advertise training opportunities. Pulse is best for hospital. Also in @theU and on social media.

3. Lighting

- a. Provide temporary lighting in construction areas.
- b. Student housing has three 24-hour desks; increase lighting throughout housing to permit staff to walk back to dorms.
- c. Increased lighting between Lassonde and Greek Row.
- d. Lighting from Union to Merrill Engineering building.
- e. Parking lots near Student Life Center; many students go to work out at night and would like better lighting.
- f. Areas around HPER and Presidents Circle could be improved.

4. Messaging

- a. Provide supportive messaging for sexual assault survivors, particularly in relation to alleged sexual assaults. Be mindful of triggering words.
- b. Provide information to students regarding resources and support. Perhaps in bathroom stalls where it is private.
- c. Include Title IX and OEO references in course syllabi.
- d. Use twitter, texts, email and CIS page to communicate with students.
- e. Support for prevention campaign.

5. Feelings of Safety

- a. Appreciation for the listening sessions and the President's actions in keeping the campus safe. Feels campus police and Administration care and are aware.
- b. A woman who had fended off a potential assault in the past commented that the University should be careful not to exaggerate stranger danger, and to present the real risks as opposed to the perceived risks. She commented that after the alleged Halloween incident, classmates offered rides, when it turned out she had nothing to worry about.
- c. Faculty should model civility in classes.

6. Transportation and Parking

- a. Work on providing more transportation options at night so students can avoid parking lots.
- b. Provide after-hour resources such as vans, and transportation for employees.
- c. Hospital provides shuttle service until midnight; increase hours. ARUP needs it all night.
- d. Provide free parking for students after-hours near the library and in other areas. Challenge is providing it for students and at the same time keeping non-students out so that the stalls are available for students.

7. Communication of Resources

- a. A University website with links on how to report, how to seek support if you don't want to report, who has mandatory reporting obligations, etc.
- b. Publicize what we already have. One person organized a training for an active shooter, and wasn't aware this training already existed.
- c. Increase communication between different units on campus that provide support.

8. Communication between Campus Community and Administration - Transparency

- a. Increase options for students to contact the Administration, provide feedback to the Administration, and to receive responses. Improve transparency.
- b. Have representatives in OEO, Rape Recovery Center, etc., attend student orientation to help students and others feel more comfortable reaching out.
- c. Heads Up App – publicize this app and its ability to enable reporting.
- d. Some would like a way to know what is happening on campus and if there are areas of risk. Others opposed this idea believing it put the onus on women.
- e. Would like information that is more ongoing than periodic Clery report.
- f. Create annual reports to track progress
- g. Listening sessions are positive and should be continued.
- h. Provide advance notice of events. Regular reminders in two weeks preceding event. Use A-Frame posters.

9. Student Support

- a. Consider student peer-advocates and resources to help students who may be first responders. Provide student “tear-off” cards with tips on what to do if a friend contacts them. Provide magnets with resources listed on them.

10. General Safety Issues.

- a. Support resources for health insurance, firearm and gun safety, mental health treatment – help campus community have a broader understanding of a “safe campus.”
- b. Sell pepper spray at Campus Bookstore.
- c. Questions regarding removal of blue phones; provided a sense of safety. Campus Safety reported it did an assessment a few years ago and some blue phones were 20 – 25 years old. Checked to see which ones work. Leaving them in certain locations, and are also doing a map so that community can see where they are. They will be placed in areas without cell service. Cell use is pervasive.
- d. Signage that the campus is under camera surveillance would be a good deterrent.
- e. Carrying guns on campus is a concern.
- f. Escorts and good lighting in long hospital hallways at night.
- g. Hospital information desk. Sun comes through the window at certain times and you can't see what is coming through the door; provide tinting?