

SUMMARY

Sexual Misconduct Recommendations and Implementation Plan (Phase 1)

(Posted Sept. 20, 2018)

The University of Michigan (U-M) dedicates itself to academic excellence for the public good, and deeply connected to that mission is an unwavering commitment to diversity, equity, and inclusion. This mission includes ensuring that U-M is doing all it can to prevent sexual misconduct and respond to reports of sexual misconduct across the entire University community. The Working Group for Sexual Misconduct provided recommendations in April 2018 for training and education offerings to support the university commitment to creating a harassment-free, safe, and healthy environment for work and learning.

President Schlissel charged the Implementation Group to develop a plan to enact the Working Group's Phase I recommendations. This plan supports a strategic, multi-layered sexual misconduct education and training approach that includes mandatory foundational training for all faculty and staff and more in-depth programs for specific populations.

The Implementation Group's discussions, research, and recommendations contained in the following plan highlight several themes regarding our sexual misconduct education and training efforts:

- **A centralized website devoted to sexual misconduct.** The Implementation Group will implement a process to create a central hub website dedicated to sexual misconduct compliance by September 1, 2018. Additionally, the website will link to resources, training, and support-related websites found across the university, and will serve as a hub for future mandatory and comprehensive training.
- **Strategic, multi-layered approach to education and training.** The Implementation Group describes a phased approach to sexual misconduct education and training. Phase I is comprised of a mandatory, web-based Sexual Misconduct 101 Training for all faculty and staff that is designed to raise awareness, build skills, and create behavior change relating to sexual misconduct. Phase 2 will include specialized training that targets specific audiences. The Implementation Plan identifies the department of Organizational Learning as the entity for creating content, tracking participation, and coordinating all aspects of training.
- **A communication plan to inform the university of the education and training rollout.** A communication plan will be devised to help the university community understand what to expect regarding resources in education, training, and awareness for sexual misconduct training.
- **Assemble an Educational Advisory Group for Sexual Misconduct (EAG) that represents experts and different perspectives from across the university to advise**

and guide education and training efforts. The EAG duties include:

- Designing training content that is appropriate for different audiences and different learning levels, job levels, and is multi-modal
- Developing metrics to measure impact of training
- Evaluating existing training for effectiveness and appropriateness
- Suggesting different modalities of training

The content that follows is the Implementation Plan to deliver Phase I Recommendations.

Recommendation 1: Formally establish an institutional commitment to a harassment-free, safe and healthy learning environment.

The Implementation Group recommends the following language on institutional commitment:

- The University of Michigan supports its educational mission by fostering a diverse, equitable and inclusive community
- The university is committed to a safe and nondiscriminatory learning, living, and working environment for all members of the University community
- The university places a priority on respect for individual dignity
- The university does not discriminate on the basis of sex or gender in any of its education or employment programs and activities
- University policy specifically prohibits sexual assault, sexual and gender-based harassment, intimate partner violence, stalking, and retaliation
- The university is committed to creating and sustaining a supportive working and learning environment free of sexual misconduct activity

Recommendation 1A: As a part of this effort, we recommend coordination of efforts around sexual misconduct with the University's Diversity, Equity and Inclusion (DEI) strategy and plans.

Key elements of the strategic DEI plan that could also apply to Sexual Misconduct include:

1. Provides tangible evidence of an institutional commitment
2. Provides strategic framework to coordinate and assess effectiveness of the institutional efforts
3. Provides an existing, functioning infrastructure that is already embedded within the administrative structure of all major administrative and academic units
4. Provides a scale upon which to measure progress

5. Provides opportunity for grassroots, inclusive buy-in from diverse sets of constituents
6. Identifies resources and points of accountability for achieving the goals
7. Identifies ongoing metrics
8. Provides existing annual reporting structure in place to track progress and implementation

Following commitment to the above elements, specific action steps include:

1. Review current unit DEI plans to see what is already included under gender that aligns with sexual misconduct goals and strategies
2. Coordinate a request to address culture, climate and education and training of the sexual misconduct area in the year three DEI planning process
3. Support distributed development so that different solutions can be developed for different needs
4. Use a set structure for what plans should look like
5. Leverage the third-year plan of the DEI strategy to set new initiatives for what else is needed
6. Reinforce commitment to be inclusive for input and responsibility

More information is needed and more time is required to assess incremental cost of an infrastructure to support this approach.

Recommendation 1B: As part of this commitment, begin steps to affect culture change by equipping broader campus leadership with the information, skills and expectations they need.

An interactive, web-based training will be created to meet the mandatory training requirement for all faculty and staff. The goal of this training is to increase awareness regarding sexual misconduct, reporting mechanisms, and support resources. The training (referred to as Sexual Misconduct 101) will be comprised of three training modules:

Module 1: Institutional Commitment, which will include video messages of organizational commitment to a harassment-free, safe and healthy learning environment to be given by leadership

Module 2: Guiding Principles and Values, which will address the desired future culture and climate at the university

Module 3: Expectations, which will provide behavioral expectations for all faculty and staff and highlight sexual misconduct resources

Recommendation 2: Set criteria to encourage the hiring of faculty and staff who support a culture of inclusivity at the University of Michigan.

The Implementation Group is working to expand the DEI hiring and selection guidelines to reflect the Institutional Commitment Statement as stated in Recommendation 1. The Implementation Group

proposes updating existing university resources and developing new criteria that support the hiring of faculty and staff who support an inclusive culture, as well as supporting the criteria outlined in the Institutional Commitment Statement.

Recommendation 3: Develop and implement an institution-wide, strategic, layered approach to sexual misconduct policy and prevention training and education.

The Implementation Group advises that the university utilize a phased approach to education and training. Initial training (Phase 1) will raise the awareness of sexual misconduct, associated behaviors, reporting mechanisms and support resources. Phase 1 (Sexual Misconduct 101) will clearly state the university's commitment regarding sexual misconduct and will include messages from leadership. Sexual Misconduct 101 Training will also guide people to other helpful resources and training across the university, such as Haven and Responsible Employee Training.

As mentioned in the plan for Recommendation 1B, Sexual Misconduct 101 Training will consist of:

- **Module 1: Institutional Commitment**
- **Module 2: Guiding Principles and Values**
- **Module 3: Expectations**

Future Phase 2 Education and training will focus on skill building and behavior change.

The content of Phase 1 and 2 Training will be determined by the Education Advisory Group (EAG) for Sexual Misconduct. The EAG represents faculty and staff subject matter experts from across the university, including: ADVANCE, Center for the Education of Women (CEW), Center for Research on Learning and Training (CRLT), College of Literature, Science and the Arts (LSA), Michigan Nursing, Office of Clinical Affairs (OCA), Office of the General Counsel (OGC), Office for Institutional Equity (OIE), Sexual Assault Prevention and Awareness Center (SAPAC), Voices of the Staff, and representatives from the regional campuses. The EAG will be responsible for advising and guiding education and training efforts such as:

- Designing training content that is appropriate for different audiences and learning levels, job levels, and is multi-modal
- Determining metrics to measure impact of training
- Evaluating existing training for effectiveness and appropriateness
- Suggesting different, appropriate modalities of training delivery

The Department of Organizational Learning will provide administrative oversight to the EAG (*see Recommendation 6*).

Recommendation 4: Identify and create a centralized web location to compile information, resources, and training related to sexual misconduct, and to clearly identify where to direct questions.

A single, centralized website will offer trainings, information and resources regarding sexual

misconduct. All existing content will be located in this one central location, including links to information on various websites such as OIE, Student Life, and the SPG site.

In addition, the Implementation Group recommends that the mandatory Sexual Misconduct 101 Training and the recommended Haven Training both be accessible from the website.

Recommendation 5: Identify and leverage currently available resources and training materials and encourage their use, while a longer-term, comprehensive education approach is being developed.

An inventory of university resources, education and training regarding sexual misconduct was completed. The inventories will exist on the Sexual Misconduct website. Additionally, mandatory Sexual Misconduct 101 Training content will address available sexual misconduct offerings and direct faculty and staff to the website mentioned above.

Recommendation 5A: Require all new faculty and staff to complete the Haven online training currently provided by EverFi (or an equivalent program designed for appropriate target audiences) as well as the Responsibilities at Michigan training.

The Implementation Group will give this assignment for action to the Educational Advisory Group for Sexual Misconduct (EAG). The EAG will address this goal and identify an appropriate timeline.

Recommendation 5B: Incorporate basic sexual misconduct information into orientation for new faculty and staff on all three campuses and Michigan Medicine.

Orientation material will be provided by July 1, 2018.

Recommendation 5C: Strongly encourage existing faculty and staff to complete the Haven online training currently provided by EverFi, as well as the Responsibilities at Michigan training.

A communication plan will be devised to help inform the university community about work to address sexual misconduct. The strategy will include communications reinforcing the commitment of leadership to sexual misconduct training and ongoing commitment of resources. Also, a Frequently Asked Questions (FAQ) communication will be developed to inform the university community of the expectations surrounding mandatory training.

Recommendation 6: Appoint one organization for single administrative oversight of all training and education for faculty and staff across the Ann Arbor, Dearborn, and Flint campuses, and Michigan Medicine.

The Implementation Group has received support that all education and training with regards to sexual misconduct be housed by the Department of Organizational Learning, under the

leadership of Sonya Jacobs, Chief Organizational Learning Officer. Organizational Learning will partner with ADVANCE, Center for the Education of Women (CEW), and the Center for Research on Learning and Training (CRLT), and will be relying on the Education Advisory Group for Sexual Misconduct to achieve these goals.

Recommendation 7: Develop a holistic education and training strategy, including baseline required training for all faculty and staff.

The Educational Advisory Group for Sexual Misconduct will provide content for all levels of education and training:

- Interactive
 - Provides a baseline of trainee existing knowledge
 - Points to additional development opportunities available
- Addresses diverse educational levels
 - Phase 2 training will build on competencies and be level/role specific
 - Focus on skill building, to behavior change
- Phase 1: Sexual Misconduct 101 Training
 - Institutional Commitment
 - Guiding Principles and Values
 - Expectations
- Phase 2: Targeted training that is differentiated for populations such as:
 - Clinical
 - Service Staff
 - Academic and Research

Recommendation 7A: Establish clear and consistent learning objectives for sexual misconduct education and training.

Learning objectives will be identified in the Working Group for Sexual Misconduct Phase 2 Report Recommendations.

Recommendation 7B: Develop new content to achieve the newly developed learning objectives and overall education strategy, and evaluate and update existing content as needed.

Content will be created by the Education Advisory Group for Sexual Misconduct.

Recommendation 7C: Implement a comprehensive tracking system.

Sexual Misconduct 101 Training will be housed and tracked on My LINC until a more comprehensive Learning Management System is identified and approved.

Recommendation 7D: Develop measures and/or metrics to evaluate the effectiveness and impact of the education and training programs.

Metrics will be defined upon completion of training objectives provided by the Working Group Phase 2 Recommendations.

Workgroup Membership

Co-chairs:

Dan Little, Chancellor, UM-Dearborn

Laurita Thomas, Associate Vice President for Human Resources

Members:

Elizabeth A. Armstrong, Professor of Sociology, Organizational Studies and Women's Studies, College of LSA

Keisha Blevins, Human Resources Director, U-M Dearborn

Carol Bradford, Executive Vice Dean for Academic Affairs, Medical School

Amy Byron-Oilar, Chief People and Diversity Officer, Ross School of Business

Gloria Hage, Associate General Counsel

Pam Heatlie, Associate Vice Provost for Academic and Faculty Affairs, Senior Director, Office for Institutional Equity, and Title IX Coordinator

Matt Kaplan, Executive Director, Center for Research on Learning and Teaching

Jennifer Linderman, Professor of Chemical Engineering and Biomedical Engineering and Director, ADVANCE

Beth Manning, Human Resources Director, U-M Flint

Kimberly Saks McManaway, Director, Masters of Public Administration Program and Lecturer IV, Department of Political Science, U-M Flint

Robert Ortega, Associate Professor of Social Work and Chair of SACUA

Lori Pierce, Vice Provost for Academic and Faculty Affairs

Ken Powell, Professor of Aerospace Engineering, College of Engineering

Dave Reid, Director of Strategic Communications and Senior Director of HR Communications

Anna Ruszkiewicz, Director of Student Life Human Resources

Rob Sellers, Vice Provost for Equity, Inclusion and Chief Diversity Officer

Rob Stephenson, Professor and Director of Academic Programs, School of Nursing

Kaaren Williamsen, Director, Sexual Assault Prevention and Awareness Center

Staff Support:

Anne Berens, Policy Advisor to the Provost

Brian Cole, Associate Director of Learning and Development Kathleen Donohoe, Associate Director, HR Policy

Crystal Flynn, Executive Assistant, Office of the Provost Sonya Jacobs, Chief Organizational Learning Officer

Jennie McAlpine, Senior Director, Work-Life Program
Krista Stelmaszek, Project Coordinator, Faculty Development

Implementation Group Membership:

Laurita Thomas, Associate Vice President for Human Resources
Christine Gerdes, Special Counsel to the Provost and Associate General Counsel
Deloris Hunt, Chief Human Resources Officer, Michigan Medicine

Implementation Plan Contributors:

Sonya Jacobs, Chief Organizational Learning Officer
Dave Reid, Director of Strategic Communications and Senior Director of HR Communications
Nick Kaleba, HR Communications Manager
Liz Barry, Special Counsel to the President
Krista Stelmaszek, Program Manager