Task Force Members

Ellen Taylor (Chair)  Assistant Vice President for Student Life, and Director of Counseling Center

Elizabeth Coveney  Associate Vice President, HR Administration and Information Systems

David Eaton  Dean and Vice Provost, Graduate School

Brian Fabien  Chair, Faculty Council on Student Affairs

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Kimberly Schertz  Student, Graduate and Professional Student Senate (GPSS) representative

Pam Schreiber  Director, Housing and Food Services

Naomi Sugar, M.D.*  Clinical Professor of Pediatrics, Harborview and Children’s Hospital

Ed Taylor  Vice Provost and Dean, Undergraduate Academic Affairs

George Theo  Dean of Student Affairs, UW Bothell

John Vinson  Chief, UW Police Department

The Task Force thanks the Compliance Support Program in the Office of Risk Management, part of UW Finance and Facilities, for providing project management resources to this effort.

Susan Freccia  Project Manager, Task Force on Sexual Assault Prevention and Response

* Naomi Sugar passed away in July 2013. The Task Force respectfully acknowledges her participation on the Task Force and her more than twenty years of work at Harborview Center for Sexual Assault and Traumatic Stress.
Background
In April 2013, University of Washington (UW) President Michael Young reconfirmed the University’s commitment to do all the institution can and should to prevent sexual assault of its students and to properly respond to every individual report of sexual assault. To that end, he charged a group of University academic personnel, staff and students to come together as the Task Force on Sexual Assault Prevention and Response to “review our current policies and practices, explore best practices from other institutions, develop new practices to fill any gaps, and propose a plan for their implementation.”

Initial Report
In May 2013, an Initial Report was presented to the President and to the Task Force on Sexual Assault Prevention and Response. The Initial Report outlined current prevention and response resources, policies, and data regarding sexual assault at UW. It did not draw conclusions or make recommendations.

Final Report
This final report contains eight broad goals the Task Force developed and believes the UW – or any institution – needs to strive for to create a successful sexual assault prevention and response program.

Recommendations
Filed under the eight goals are 18 recommendations that will take UW beyond compliance with state and federal laws, regulations, and guidelines. The aim is to transform the campus culture. These recommendations include bold steps in creating and delivering strong prevention programs, actively supporting victims if violence does occur, and effectively holding perpetrators accountable.

Implementation
The focus of these recommendations is what needs to change, and does not provide a detailed map on exactly how to get there. The program or group responsible for leading implementation is identified for each recommendation, but all work will be done collaboratively with appropriate partners. Implementation teams must be given leverage to make the decisions they determine will best meet the eight primary goals and follow the guiding principles outlined in this report. The Task Force recognizes that this will be a dynamic process and specifics may change as the institution collects data, revisits priorities, and attends to the national landscape. The Task Force requests that service providers, oversight bodies and working committees ask hard questions, challenge assumptions and leave open the possibility of shifting the specifics of recommendations to accomplish the President’s charge.
**Resources**

Increased awareness of sexual assault and support services will lead to increased reporting, which will in turn result in increased demand for resources. Although the University of Washington has a number of programs and professional staff dedicated to achieving the recommendations outlined in this report, additional resources are needed. Four requests for resources are made (see Request for Resources, page 26); one includes a suggestion to formalize and expand the current Sexual Assault and Relationship Violence Information Service (SARIS) into a new Sexual Assault Prevention and Response Program.

**Synergy**

Although the primary focus of the President’s Task Force on Sexual Assault Prevention and Response is on sexual assault of a student by a student, many of the resources and policies apply to situations involving staff or academic personnel. Some recommendations will certainly benefit from broadening the scope beyond sexual assault issues specifically to ensure best use of resources and efficiency (for example, providing alcohol awareness training at the same time as sexual assault training). Look for the Synergy: Beyond Sexual Assault and Synergy: Beyond Students boxes found throughout the Recommendations section for these opportunities.

This report is organized as follows:

- Task Force Members, page 2
- Background and Scope, page 3
- Guiding Principles, page 5
- Focus Groups, Legal Mandates and Best Practices, page 6
- Focus Group Participants, page 7
- Primary Goals, page 8
- Summary of Recommendations, page 9
- Recommendations, page 11
- Request for Resources, page 26
- Implementation and Timeline, page 29
Guiding Principles

These principles, developed by the Task Force, lay the foundation for and should guide sexual assault prevention and response policy and work at the University of Washington.

Create Cultural Change

Addressing sexual assault requires an assessment of the current climate and where necessary, a culture shift. Our strategy is a comprehensive approach to violence prevention that:

- Acknowledges that the vast majority of sexual assaults are perpetrated by a person or persons known to the victim
- Recognizes the complex and often co-occurring relationship between alcohol and drugs and sexual assault
- Challenges the propensity for victim-blaming
- Promotes the acceptance of a broad spectrum of sexual choices, from abstinence to “sex-positive”
- Understands and clearly defines the meaning and nature of consent

Take a Community Approach

Addressing sexual assault requires a holistic approach. We aim to raise awareness of issues, resources and responsibilities among all members of the campus, providing each with the skills and empowerment to promote a caring community in which students are safe from sexual assault, harassment, and discrimination. We must embrace institutional best practices and guiding principles that ensure common direction and approach. We hold that this responsibility is shared by every employee and student, not only by the few offices, staff and student groups dedicated to this work.

Start from the Student Perspective

When developing education and prevention programming, support services, and timely and effective accountability systems, we start from the student perspective. This ranges from writing in clear language, to providing appropriate opportunities for student participation in policy development, to gathering student feedback about effectiveness of programs and practices. Best practices are and should be student-focused. Administrative functions follow this lead. It is our position that this approach is closely aligned with the goals of both compliance and culture shift.
Focus Groups, Legal Mandates and Best Practices

In developing the recommendations for this report, the Task Force held a series of campus focus groups; identified applicable state and federal laws, regulations, and guidelines; and reviewed best practices emerging from institutions around the country.

Focus Groups

In June 2013, thirty-five people from across the University participated in one of five focus group sessions on sexual assault prevention and response. Participants were selected to represent the breadth, expertise and experience of the University of Washington community. In order to facilitate a cross-pollination of ideas, direct service providers, students, and researchers were represented at each session. A list of participants follows on the next page.

Participants were asked to answer the following questions:

- What does UW do particularly well in preventing and responding to sexual assault between students?
- What could and should the UW do better? Please note specific recommendations.
- What best practices from other institutions are you aware of that UW could emulate?

Legal Mandates

In developing the recommendations for this report, the Task Force considered mandates from various federal laws and regulations regarding institutions of higher education and sexual assault, including: Title IX, Campus Sexual Violence Elimination Act (SaVE), Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery), and Violence Against Women Act (VAWA).

Best Practices

The Task Force identified no single institution employing what could be modeled as comprehensive best practices. The guidance and practices of many organizations, institutions and governmental bodies were considered, including:

- Department of Justice resolution agreements, including: University of Montana, Yale University, University of Notre Dame
- Safercampus.org
- 2011 Dear Colleague Letter from the Office for Civil Rights
- End Violence Against Women International Conference 2013, including best practices from William Paterson University
- Research on perpetrators by David Lisak, alcohol and substance abuse by UW, and more
Focus Group Participants

The Task Force acknowledges and thanks the focus group participants for their time, expertise and commitment.

Sara Ainsworth  Lecturer, UW Law School
Karen Baebler  Assistant Athletic Director, Sport Operations, Intercollegiate Athletics
Shannon Bailie  Director, Health and Wellness
Sutapa Basu  Director, Women's Center
Michele Bedard-Gilligan  Acting Assistant Professor, Psychiatry and Behavioral Sciences
Lucy Berliner  Harborview Center for Sexual Assault & Traumatic Stress
Jeri Carter  Dean, Student Success, UW Tacoma
Jillian Celich  Student
Ron Chamberlain  Sports Psychologist, Intercollegiate Athletics
Emily Christian  Interim Director, UW Bothell Student Services
Kelly Cue Davis  Research Associate Professor, Social Work
Natalie Dolci  Victim Advocate, University of Washington Police Department
Orion S. Donovan-Smith  Student
Dave Girts  Manager, Violence Prevention and Response Program (SafeCampus)
Christopher Glenn  Administrator, Conduct & Compliance, Housing and Food Services
Alison Greenwood  Assistant Director of Recreation and Wellness, UW Bothell
Heather Gulian  Nurse Practitioner, Student Health Services, UW Tacoma
Michelle Harper  Student Leadership Specialist, Student Involvement, UW Tacoma
Terry Hill  Assistant Director of Student Life, UW Bothell
David Hotz  Director, Fraternity and Sorority Life
Michael Johnson  Student
Debra Kaysen  Associate Professor, Psychiatry and Behavioral Sciences
Sean Kitaoka  Psychologist, Student Affairs, UW Tacoma
Jill Lee  Director, University Complaint Investigation and Resolution Office (UCIRO)
Elizabeth Lewis  Director, Community Standards and Student Conduct
Rich Lewis  Commander, University of Washington Police Department, UW Bothell
Alison S. Mehravari  Student
Anna Mertz  Assistant to the Vice Chancellor for Student Affairs, UW Tacoma
Ed Mirecki  Director, Academic Services, Student Affairs, UW Tacoma
Jeanette Norris, PhD  Senior Research Scientist, Alcohol and Drug Abuse Institute
Katie Peterson  Student
Lauren Redman  Student
Steve Rittereiser  Commander, University of Washington Police Department
Melissa Tumas  Specialist, Sexual Assault & Relationship Violence (SARIS)
Susan Wagshul-Golden  Director, Campus Safety and Security, UW Tacoma
A successful sexual assault prevention and response effort requires a comprehensive, coordinated, community approach. These eight broad goals, developed by the Task Force, are critical for the UW—or any institution—to strive towards when creating a successful prevention and response program.

| 1 | Have a visible, robust, easily-accessible, collaborative network of response and intervention services for students in need |
| 2 | Educate all students about sexual assault |
| 3 | Create a community that knows how to respond and provide support |
| 4 | Provide an investigation and disciplinary process appropriate for sexual assault |
| 5 | Demonstrate compliance with all applicable federal and state laws, regulations, and guidance |
| 6 | Generate data, metrics and reporting that allow for sound decision making |
| 7 | Establish policies and procedures that set direction, clarify intent, and guide coordinated work |
| 8 | Provide effective oversight and follow guiding principles to ensure common direction |
## Summary of Recommendations

Have a visible, robust, easily-accessible, collaborative network of response and intervention services for students in need

<table>
<thead>
<tr>
<th>Recommendation</th>
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<tbody>
<tr>
<td>1</td>
<td>Develop roles and clarify process among departments providing response and intervention services</td>
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<tr>
<td>2</td>
<td>Create and maintain one website with comprehensive information about sexual assault</td>
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<tr>
<td>3</td>
<td>Ensure medical care resources, including Sexual Assault Nurse Examiner (SANE) exams, are available in close proximity to campus</td>
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<td>4</td>
<td>Provide resources for students at all three campuses</td>
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Educate all students about sexual assault

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<th>Recommendation</th>
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<tr>
<td>5</td>
<td>Provide comprehensive training campaign for all students</td>
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<td>6</td>
<td>Create targeted training for special groups of students: fraternities and sororities, men, student athletes, and others</td>
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<tr>
<td>7</td>
<td>Develop and initiate an ongoing robust public information campaign</td>
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Create a community that knows how to respond and provide support

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<tr>
<td>8</td>
<td>Expand bystander training for students, academic personnel and staff</td>
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<tr>
<td>9</td>
<td>First responder training: Educate and train on how to be supportive and respond if someone reveals she/he was assaulted</td>
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<td>10</td>
<td>Train staff and academic personnel on their reporting requirements</td>
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Provide an investigation and disciplinary process appropriate for sexual assault

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<td>11</td>
<td>Transform the investigation and disciplinary process for sexual assault</td>
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Demonstrate compliance with all applicable federal and state laws, regulations and guidance

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<tr>
<td>12</td>
<td>Ensure compliance with federal and state laws, regulations, and guidance related to prevention of and response to sexual assault</td>
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Generate data, metrics and reporting that allow for sound decision making

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<td>13</td>
<td>Survey students on rates of sexual assault and awareness of campus resources</td>
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<tr>
<td>14</td>
<td>Gather, track, and assess information at an institutional level</td>
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<td>15</td>
<td>Evaluate program effectiveness regularly</td>
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Establish policies and procedures that set direction, clarify intent, and guide coordinated work

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<tr>
<td>16</td>
<td>Revise the current Student Conduct Code sexual assault investigation and disciplinary policy and process</td>
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<td>17</td>
<td>Review, revise and ensure alignment of University policies that relate to sexual assault</td>
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Provide effective oversight and follow guiding principles to ensure common direction

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<tr>
<td>18</td>
<td>Provide effective oversight to guide strategic direction of Task Force recommendations</td>
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Over the past several years, through tight budgetary times, the UW has cobbled together resources, developed strong programs, and demonstrated a commitment to addressing sexual assault on campus. Dedicated professionals have brought their passion and expertise to the table, and strong collaborative efforts have been implemented. However, the following recommendations are the Task Force’s response to the President’s commitment to “…make sure we are doing all we can and should do to prevent sexual assault and to properly respond to every individual report of sexual assault.” In most cases, the recommendation reflects an improvement or enhancement of policies or programs already in place. Recommendations are categorized by Primary Goals (page 8).

Have a visible, robust, easily-accessible, collaborative network of response and intervention services for students in need

**Recommendation 1**

**Develop roles and clarify process among departments providing response and intervention services**

The UW has a network of critical support services and resources in place: Sexual Assault and Relationship Violence (SARIS), student conduct offices, University of Washington Police Department (UWPD)/campus security offices, Violence Prevention and Response Program (SafeCampus), counseling centers, Victim Advocate in UWPD, and Title IX Coordinator. Staff are dedicated and knowledgeable. These services, however, have been developed in an ad hoc manner and supported through a variety of financial and administrative avenues, which can lead to role confusion, gaps in services, or bottlenecks in administrative processes involving multiple departments. In order to do the best possible prevention work and respond in a timely and effective manner to instances of sexual assault, clarification of roles and strengthening of collaboration are critical.

*Implementation: Task Force creates working committee to review and oversee*

*Request for Resources: Requests 2 & 4*


Recommendation 2

Create and maintain one website with comprehensive information about sexual assault

It is critical that students, staff, academic personnel, parents, and other members of the UW community can easily access information, including resources, FAQ’s, policies, and programs relating to sexual assault. This information is currently available, but it is spread widely across multiple websites hosted by the owner of each narrow content area. A single website with an intuitive URL (uw.edu/sexual assault, for example) should be developed and maintained to house information from various service providers, regardless of where they report administratively.

Implementation: Sexual Assault Prevention and Response Program leads collaborative effort with other service providers

Request for Resources: Requests 2 & 4

Recommendation 3

Ensure medical care resources, including Sexual Assault Nurse Examiner (SANE) exams, are available in close proximity to campus

The first need for a student who has been sexually assaulted is medical care. Sexual Assault Nurse Examiners provide free forensic exams, known as “rape kits,” which include emergency contraception, sexually transmitted disease (STD) prevention, and treatment of wounds, as well as forensic exams to gather evidence and document bruising and injuries. A police report is not necessary at the time of the SANE exam. Evidence and information are saved for possible reporting and prosecution at a later date. Currently, the closest SANE nurse to the UW Seattle campus is at Harborview.

The UW has world-class medical facilities. An evaluation should be done of whether SANE nurse resources can be enhanced within the UW Medicine system, particularly close to the Seattle main campus. The website developed pursuant to Recommendation 2 should provide information about other nearby SANE nurses, including for Bothell and Tacoma students, as well as transportation options to access these vital services.

Implementation: Task Force contacts UW Medicine

Request for Resources: Future need may be identified
Recommendation 4

Provide resources for students at all three campuses

Students, regardless of status or location, should have access to basic, comprehensive sexual assault prevention education and response services. Each campus is already equipped with many necessary services, such as counseling and student conduct. Expanded resources for sexual assault prevention and response will allow for expanded services to all three campuses. A coordinator of sexual assault support services, possibly a deputy Title IX Coordinator, should be identified for each campus.

Implementation: UW Tacoma and UW Bothell each lead campus-specific collaborative effort with Title IX Coordinator, Sexual Assault Prevention and Response Program and other service providers

Request for Resources: Request 2
Educate all students about sexual assault

Recommendation 5

Provide comprehensive training campaign for all students

Because research indicates that students in their first few weeks of college are at particularly high risk for sexual assault, it is imperative that training occur at orientation. Additional training should follow at multiple points during the first year, as well as during subsequent years of college and for graduate and professional students. SARIS and other Health & Wellness programs have developed and started implementing a model curriculum based on research regarding student learning and positive behavior change. The expertise exists on campus to create and implement cutting edge educational programs. Lack of resources and staffing prohibit the large scale expansion of these outreach services. Further, access and opportunities to engage with student groups and departments are imperative. The positive relationships built between Health & Wellness and Intercollegiate Athletics (ICA), First Year Programs (FYP), and Fraternity and Sorority Life are models for success. Expanded service provider capacity and endorsement from university administration has the potential to extend this reach to every student.

Implementation: Sexual Assault Prevention and Response Program leads collaborative effort with other service providers

Request for Resources: Requests 2 & 3

Recommendation 6

Create targeted training for special groups of students: fraternities and sororities, men, student athletes, and others

Training and education for special groups is an effective means to reach affinity groups, build relationships and employ peer-to-peer training. Stereotypes, myths, accessibility and varying cultural norms and expectations require sensitive but honest and straightforward approaches to content and process. The following special groups – along with faith-based communities, students of color, the Queer (LGBTQ) community, military and veterans, and international students – may benefit from specialized training and support:
Men
A men’s committee should be convened to consider the creation of a Men’s Center on campus or other method of educating about respect, violence prevention, gender socialization process, and consent. Broader culture change could be accomplished through conversation, activities, and initiatives designed to involve men early in their development of behavioral habits and identities.

Student Athletes
The Intercollegiate Athletics program (ICA) provides NCAA-required training on issues of sexual assault and relationship violence. A strong collaborative relationship has been established between ICA and SARIS, which should be continued and enhanced.

Fraternity and Sorority Members
Recognition agreements with the University require that sexual assault, relationship violence and substance abuse awareness training be provided each year by fraternities and sororities to their members. Collaboration between University administration and the recognized fraternities and sororities is ongoing and should be enhanced.

Implementation: Sexual Assault Prevention and Response Program leads collaborative effort with other service providers

Request for Resources: Requests 2 & 3
Recommendation 7

**Develop and initiate an ongoing robust public information campaign**

A robust, evidence-based education and prevention program will have the capacity to reach all three campuses with targeted healthy messages, information about consent, resources, social norms and institutional expectations. A variety of delivery methods should be employed, including email listservs, social media, mobile apps, and posters. Messages should be accessible to all audiences, sensitive to cultural variables, and provide detailed information about where to go for help and what to expect when accessing services.

*Implementation: Sexual Assault Prevention and Response Program leads effort*

*Request for Resources: Requests 2, 3 & 4*
Create a community that knows how to respond and provide support

**Recommendation 8**

**Expand bystander training for students, academic personnel and staff**

Bystander training models like GreenDot aim to reduce the incidence of sexual assault in the community and, “encourage any behavior, choice, word, or attitude that promotes safety for all our citizens and communicates utter intolerance for violence.” Green Dot, a volunteer-based program, has been introduced for students at UW. Current staffing levels have not allowed for a full-scale implementation of the program to students or to academic personnel and staff. The Green Dot program, as one critical element in a comprehensive prevention campaign, should be implemented on a grander scale, designed to reach every member of the campus communities. Collaboration with researchers should be pursued to evaluate and refine this national program.

*Implementation: Sexual Assault Prevention and Response Program leads effort*

*Request for Resources: Requests 2 & 3*

**Recommendation 9**

**First responder training: Educate and train on how to be supportive and respond if someone reveals she/he was assaulted**

Ensure that whether a student discloses to a resident advisor, professor or best friend, every person knows how to respond, provide support, and point the person in the direction of services. Training can be coordinated with Recommendations 8 and 10.

*Implementation: Sexual Assault Prevention and Response Program leads effort (and coordinates with Recommendation 10 working group for staff and academic personnel training).*

*Request for Resources: Requests 2 & 3*
Recommendation 10

**Train staff and academic personnel on their reporting requirements**

Certain employees of higher education have legally mandated reporting responsibilities relating to sexual assault, in addition to reporting obligations that may be required by the institution. All university employees – including staff, academic personnel, academic student employees, and student employees – should be informed of their legally-mandated and institutional reporting requirements. Health & Wellness has implemented a new initiative this year to provide Incident Response Training to a select number of targeted audiences, such as undergraduate academic advisers and staff in Intercollegiate Athletics. Expanded service provider capacity, endorsement and institutional support from university administration, as well as partnering with Human Resources and Academic Personnel, will enable this critical training to reach all staff and academic personnel.

**Implementation:** Task Force creates working committee to create a funding, delivery and tracking plan for training. (Note: How employee training is funded, delivered and tracked across the University is a critical issue that extends beyond sexual assault.)

**Request for Resources:** Request 4; additional future need for training delivery and tracking technology may be identified.
Recommendation 11

Transform the investigation and disciplinary process for sexual assault

Police investigations
The University of Washington Police Department (UWPD) is an accredited police force situated in Student Life. Their response to victims and work is in line with Task Force guiding principles; UWPD is widely respected as being sensitive to victims and knowledgeable about sexual assault. An important role within UWPD is the Victim Advocate, who has special training and expertise in providing legal advocacy and support to victims, as well as training to police officers. Services are provided to all three campuses. Review of UWPD roles and process in sexual assault prevention and response will be addressed through Recommendation 1.

Due to the distribution of UW students across three campuses and cities, students might interact with one of four different police jurisdictions, depending on where an incident occurs: UWPD for Seattle campus, Bothell Police Department for UW Bothell, Tacoma Police Department for UW Tacoma, or Seattle Police Department (SPD) for non-campus Seattle locations. Three of the four have no reporting relationship to UW, although Memorandums of Understandings (MOUs) are in place. Collaboration across jurisdictions ensures that UW knows about incidents involving its students and can provide support services and/or initiate a Student Conduct Code investigation, when appropriate, parallel to a police investigation. The excellent working relationship between UWPD and SPD is a model for UWPD and other jurisdictions.

Implementation: UWPD continues relationship-building with other jurisdictions

Request for Resources: None

Student Conduct Code investigations
Limited resources for investigation and adjudication, combined with a Student Conduct Code that has not been significantly updated for many years, result in a process that could be more transparent, prompt, and equitable. The Student Conduct Code should be reviewed and revised on a fast-track timeline to ensure timely and fair resolution of allegations of sexual assault (when the accused is a UW student). Issues to be addressed through this process include:
• Clear policy statement about sexual assault, including definitions of rape, sexual assault, consent, etc.
• Appropriate timeline for investigation, hearing, and resolution of appeals
• Latitude to be responsive to the needs and wishes of a victim/survivor throughout the process
• Appropriate training for everyone involved in the investigation and adjudication process, including judicial boards
• While balancing the due process rights of the accused, consider ability of the institution to proceed with adjudication:
  o regardless of status of any criminal investigation
  o when a victim is unwilling or unable to participate
• Involvement of attorneys in adjudication process
• Discipline that matches the severity of the charges, up to and including dismissal
• Clear articulation of rights of appeals that are offered, for both the victim and the accused
• Consideration of immunity policy for alcohol or drug use

In conjunction with revising the Code to align more closely with Title IX, the April 2011 Dear Colleague Letter from the Office for Civil Rights, and the institution’s own commitment to an equitable and timely process, relevant policies, procedures, and educational materials should be updated.

Implementation: Task Force appoints working committee to hire and oversee temporary consultant to work with UW to complete Student Conduct Code and other policy revisions

Request for Resources: Request 1
Demonstrate compliance with all applicable federal and state laws, regulations and guidance

**Recommendation 12**

**Ensure compliance with federal and state laws, regulations, and guidance related to prevention of and response to sexual assault**

As a public institution of higher education and a recipient of federal funds, the University is subject to complex and potentially conflicting federal and state laws and regulations related to the prevention of and response to sexual violence. These include:

- Title IX of the Education Amendments Act and related regulations and agency guidance, including the April 2011 Dear Colleague Letter
- The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery), recently amended by the Violence Against Women Act and Campus SaVE Act
- Title VII of the Civil Rights Act of 1964
- Chapter 49.60 RCW – the Washington Law Against Discrimination
- Chapter 28B.110 RCW – Gender Equality in Higher Education
- Chapter 26.44 RCW – Abuse of Children Law

Recent guidance issued by the relevant regulatory agencies, including the April 2011 Dear Colleague Letter from the Office for Civil Rights, has provided institutions of higher education with unprecedented insight into these agencies’ interpretation of the regulatory requirements. They also serve as a reminder of the serious consequences that can result from non-compliance, including audits, fines, and, ultimately, the risk of losing federal funding.

Given this heightened regulatory environment, the Task Force recommends that those who are responsible for implementing the recommendations in this report make every effort to achieve compliance with the relevant laws, regulations, and guidance, while developing policies, processes, and training that are operationally effective and advance the goals of this report.

*Implementation: Title IX Coordinator leads collaborative effort with other service providers and/or committee members*

*Request for Resources: None*
Recommendation 13

Survey students on rates of sexual assault and awareness of campus resources

SARIS conducted a Safety Survey in April 2011 which provided a snapshot of the incidence of sexual assault (and other forms of relationship violence or harassment) among UW students, as well as students’ awareness of resources. Sexual assault is underreported and the Safety Survey provides one avenue for obtaining important data regarding incidence. This survey should be continued and expanded to involve all three campuses and reach greater numbers of students.

Implementation: Sexual Assault Prevention and Response Program leads effort

Request for Resources: Requests 2 & 3

Recommendation 14

Gather, track, and assess information at an institutional level

The University receives reports of sexual assaults through a variety of offices, including service providers and academic departments. It is necessary for the University to have a method to identify and track the rates of incidents in a readily accessible and centralized way, in order to recognize, assess, and address patterns or systemic issues. Student confidentiality is and will continue to be protected in accordance with laws and best practices.

Implementation: Completion of Recommendation 1 will result in identification of the lead program for this collaborative effort

Request for Resources: Request 4; additional future need may be identified.
Recommendation 15

Evaluate program effectiveness regularly

All programs currently involved in addressing the issue of sexual assault on the UW campuses engage in program evaluation. However, a collaborative effort should be initiated to identify appropriate metrics, collect baseline data, and develop a program effectiveness assessment plan. Target audiences should include users of services, especially students, as well as other campus constituents. Program assessment should target all aspects of the university’s approach: prevention, education, response, service utilization and attrition, and climate improvement.

Implementation: Future item; recommendations 1 and 14 must be completed and established first.

Request for Resources: Request 3
Establish policies and procedures that set direction, clarify intent, and guide coordinated work

Recommendation 16

**Revise the current Student Conduct Code sexual assault investigation and disciplinary policy and process**

Please refer to **Student Conduct Code investigations** section in Recommendation 11 for detail, implementation and request for resources.

Recommendation 17

**Review, revise and ensure alignment of University policies that relate to sexual assault**

Ensure that all definitions, policy and process relating to sexual assault are consistent across the institution. Specifically focus on Executive Order 31 (Non-discrimination and Affirmative Action).

*Implementation: Title IX Coordinator leads collaborative effort with other service providers*

*Request for Resources: Request 1*

Synergy: Beyond Students

While this report focuses on sexual assault of a student by a student, related policies, such as Administrative Policy 46.3 (Resolution of Complaints Against University Employees) should be updated at the same time to ensure alignment with University goals.
Provide effective oversight and follow guiding principles to ensure common direction

**Recommendation 18**

*Provide effective oversight to guide strategic direction of Task Force recommendations*

It is recommended that the Task Force be given the authority and accountability for ensuring that significant progress is made on the recommendations in this report within one year. To that end, the Task Force should continue to meet at least quarterly for the year November 2013 – November 2014.

At the end of the year, in November 2014, the Task Force will evaluate progress and make a recommendation for ongoing oversight and support for achievement of stated goals. Recommendations at that time may include transfer of ongoing oversight to an existing committee doing related work (e.g., Title IX Committee or the Violence Prevention Advisory Committee), or the extension of this Task Force for a second year.

*Implementation: Task Force leads effort*

*Request for Resources: None*
Increased awareness of sexual assault and support services will lead to increased reporting, which will in turn result in increased demand for resources. The Task Force recommends that capacity be expanded in all facets of this work: prevention, support, investigation, response, and policy development. Although the University of Washington has a number of programs and professional staff dedicated to achieving the recommendations outlined in this report, additional resources are needed.

Request 1

**Fund temporary consultant to complete Student Conduct Code and other UW policy revisions**

A committee charged with updating the Student Conduct Code has been in place for over two years and has made progress on an overall revision of the current code. However, the committee has been sidetracked by the dramatic change in the regulatory environment since that project began, including the issuance of the April 2011 Dear Colleague Letter from the Office for Civil Rights. This changing regulatory environment complicates the relationship between the code and the Washington State Administrative Procedures Act (APA), which currently governs the Student Conduct process. A high level of analysis and expertise is needed to develop a code that effectively reconciles legal requirements, achieves the goals which prompted the committee’s work, and exemplifies the UW’s commitment to an effective and equitable response to reports of sexual assault. The Task Force has concluded that a short-term (1-2 years) consultant with specific experience in this area is needed to work with the University to develop a Student Conduct Code and review institutional policies.

*Supports Recommendations: 11, 16, 17*

Request 2

**Fund core sexual assault service provider positions**

A team of professionals specifically charged with implementing the Task Force recommendations and providing ongoing services is crucial to achieving success. The Task Force recommends funding two full-time, professional positions within a Sexual Assault Prevention and Response Program (expanded from what is currently SARIS): a Manager, and a Training and Education Coordinator. A Sexual Assault Investigator and Victim Advocate, housed in the appropriate offices, should also be funded. The scope of all positions could extend to all three campuses. Exact program name, position titles, and job descriptions to be developed.

*Supports Recommendations: 1, 2, 4, 5, 6, 7, 8, 9*
Sexual Assault Prevention and Response Program (currently SARIS)

Manager
Provide leadership for institution-wide sexual assault prevention and response work, including: ensuring implementation of many recommendations from this report; formalizing the collaborative relationships currently in place; enhancing communication and clarifying processes among service providers; and ensuring visible, accessible, and responsive services are available to all students.

This position could be an expansion of the existing SARIS Specialist position that currently exists in Health and Wellness.

Training and Education Coordinator
Develop and coordinate delivery of sexual assault prevention training and education to students, staff and faculty. This function could be expanded to include training and evidence-based prevention programs with a variety of coexisting, common campus concerns (e.g., suicide). See Synergy: Beyond Sexual Assault box under Recommendation 5.

This is a new position that could report to the Manager, Sexual Assault Prevention and Response Program.

Sexual Assault Investigator
Ensure the timely and sensitive completion of sexual misconduct investigations and adjudications. This function could also provide valuable experience and insights in advancing other Task Force recommendations, particularly those relating to response processes. In the future, with careful evaluation of caseload and capacity, the scope of this position could be expanded to include the investigation of any power-based violence, including stalking, domestic violence, or violence based on personal identity (religion, sexual orientation, etc.).

This is a new position that could report to the Community Standards and Student Conduct Office (CSSC) or the University Complaint Investigation and Resolution Office (UCIRO).

UWPD Victim Advocate
The UWPD currently has one full-time Victim Advocate whose duties include, but are not limited to, responding to and supporting student survivors of sexual assault. For students who choose to seek resolution through the legal system, this advocacy is critical.

This (currently unfunded) position exists and should remain in UWPD.
Request 3  

**Fund materials for training and outreach campaigns**

Although most training and outreach work can be done effectively using staff resources, there is still a need for design and printing of hard documents and other materials. These include but are not limited to: public campaign posters, bystander awareness training materials, STOP sexual harassment brochures, and the safety survey.

*Supports Recommendations: 5, 6, 7, 8, 9, 13, 15*

Request 4  

**Provide project support staff**

Resources for project management, web design, outreach and public information specialists, among others, will be necessary to ensure effective and timely implementation of recommendations.

*Supports Recommendations: 1, 2, 7, 10, 14*

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Approval of these resource requests is an efficient way to ensure significant progress is made in achieving the recommendations in this report within one year. Each request supports a number of recommendations.

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This implementation plan and timeline rely on the approval of the Request for Resources (page 26).

**Task Force**

It is recommended that the Task Force be given the authority and accountability for ensuring that significant progress is made on the recommendations in this report within one year. To that end, the Task Force should continue to meet at least quarterly for the year November 2013 – November 2014.

**Implementation**

Each recommendation identifies which program will lead the implementation effort and be responsible for convening a team of appropriate people. The implementation of some recommendations will be led by the Task Force, which may create working committees. All work will be done collaboratively. The first task of each team will be to create a timeline and work plan. Quarterly updates on progress should be provided to the Task Force.

**Timeline**

The Task Force has set a goal to see significant progress on the majority of recommendations in this report within one year, by November 2014. Regular status updates will be provided by the Task Force to the President. A one year status update from the Task Force to the President will be provided in October 2014.

**Review**

The recommendations in this report are intended to jump start change. The resources and positions needs of today may differ from the needs in the future. The Task Force therefore recommends:

*2 year review* – In November 2015, review outcomes of changed policies, procedures, staffing, and resources to determine new or different needs.

*10 year review* – In 2023, reconvene a Task Force or audit/review team to evaluate the efficiency and effectiveness of new programs, policies and procedures implemented as a result of the recommendations in this report; and make recommendations for any changes that need to be made.