President's Task Force on Preventing Sexual Violence on Campus

Co-chairs: Melissa Hernandez and Bernard Arulanandam

This report contains the Task Force's examination of sexual violence on campus and recommendations for action.

October 13, 2017

The University of Texas at San Antonio

Table of Contents

Preface

Following the March 2017 release of the Cultivating Learning and Safe Environments[1] (CLASE), a student survey exploring the prevalence of sexual harassment, stalking, dating and domestic violence, and unwanted sexual contact on UT System campuses, UTSA President Ad Interim Pedro Reyes directed the formation of a new campus task force.

On May 1, 2017, the President's Task Force on Preventing Sexual Violence on Campus was officially launched with the aim of ensuring that sexual assault awareness and prevention initiatives are integrated into daily campus life to reinforce appropriate behaviors and raise awareness of the programs and support services that UTSA offers to victims. The task force official charge contains the following six elements: response, assessment, policy, reporting, transparency, and evaluation. Sexual assault is related to other behaviors along a continuum of sexual misconduct and sexual inappropriate behavior. Therefore, in its recommendations, the task force also addressed sexual misconduct which, as stated in the HOP 9.24, includes sexual harassment, sexual violence, sexual assault, stalking, and domestic and/or dating violence.

Formation and Composition of the Task Force Members

The task force was appointed by the President with a broad scope of participation from various campus departments. The work of the task force was accomplished through the formation of five subcommittees, which addressed each of the elements described in the task force official charge. The subcommittees met and communicated several times independent of the full task force and used various means of reviewing current campus programs and procedures. Subcommittees invited other program providers and other content experts to provide feedback. Each subcommittee then produced notes and lists of potential recommendations. The task force chairs utilized the reports from the University of Tennessee[2] and the University of Utah[3] as a framework for developing this report and its recommendations. Task Force Members include:

Dr. Melissa Hernandez, Associate Director of Counseling Services

Dr. Bernard Arulanandam, Interim Vice President for Research

Dr. Angelica Docog, Executive Director, Institute of Texan Cultures

Ms. Annette Parker, Executive Director of Strategic Initiatives

Dr. Barry McKinney, Director of Student Activities, Associate Dean of Students

Dr. Beth Wichman, Associate Vice President of Student Services

Ms. Brittany Stevens, UTSA Graduate Student, Beaks Up. Speak Up

Dr. Candace Christensen, Assistant Professor of Social Work

Ms. Christine Moeller, Associate Athletics Director

Dr. Jesse Zapata, Senior Vice Provost, Academic and Faculty Support

Dr. Kellie Lynch, Assistant Professor of Criminal Justice

Mr. Kevin Price, Senior Associate Vice President for Student Affairs, Dean of Students

Dr. Kinitra Brooks, Associate Professor of English

Mr. Leonard Flaum, Director of EOS and Title IX Coordinator

Mr. Marcus Thomas, UTSA Student Body President

Ms. Nina Sosa, Senior Equal Opportunity Investigator and Deputy Title IX Coordinator

Dr. Richard Harris, Professor of Social Work

Dr. Rogelio Saenz, Professor, Dean of the College of Public Policy

Ms. Victoria Lopez-Herrera, Associate Director for Student Development in Campus Recreation

Ms. Jennifer Tristan, Director of Education Training at the San Antonio Rape Crisis Center, External advisor to the Task Force

Mr. David Rodriguez, UTSA Office of the President

Mr. Carlos A. Aguirre, UTSA Office of Vice President for Research

Task Force Timeline

March 24, 2017: The Cultivating Learning and Safe Environments (CLASE) report released by UT System

April 19, 2017: President Ad Interim Pedro Reyes appoints members to serve on the task force

May 1, 2017: Task force officially established

May 4, 2017: First meeting of the task force

May 24, 2017: Task Force Retreat with strategic campus departments and community partners

June 19, 2017: Second meeting of the task force

July 19, 2017: First draft of the committee reports due

July 25, 2017: Third meeting of the task force

August 15, 2017: Final draft of committee reports due

August 28, 2017: Task force co-chairs present brief report to the Campus, Management and Operations committee (CMO). This committee consists of the President and his senior executive leadership.

September 5, 2017: Fourth meeting of the task force

September 27, 2017: Fifth meeting of the task force

October 13, 2017: Final Report due to the President

Executive Summary

UTSA is committed to maintaining a safe campus and learning environment. Sexual assault, sexual harassment, sexual misconduct, intimate partner violence, and stalking are behaviors not tolerated by UTSA. As such, UTSA has a number of professionals and departments across campus who have committed themselves to education and awareness of these issues. Over the years, UTSA has increased the number of programs and efforts dedicated to prevention and education. In response to changing policies and laws regarding Title IX, the university has added training and support services. After reviewing the charges and researching best practices, laws, and policies at other institutions, the task force has 27 recommendations in five general areas.

Though committed, departments are under-resourced and cannot provide the robust programs and services that are needed to make the largest impact on the campus culture. In the area of staffing, the task force recommends three new positions, a Title IX Advocate, a Prevention Specialist and a Research Specialist. These new hires will not only allow a concentrated effort on support services and prevention, they will also free up time for current staff to focus on their primary responsibilities such as investigations for Equal Opportunity Services (EOS) and Student Conduct and Community Standards (SCCS), and trauma treatment for Counseling. Additionally, a number of offices involved in services and support of victims of Title IX allegations/offenses would benefit from additional financial resources for STI and pregnancy testing, and professional training on trauma-informed practices.

While faculty, staff, and student training efforts are in compliance with laws and mandates, training for the prevention of and response to Title IX offenses[4] needs to be frequent, timely, and come in a variety of formats. Faculty, staff, and students need frequent training to help them understand their role in preventing behaviors along the continuum of sexual misconduct, interpersonal violence, and harassment. They also need to understand their responsibilities to report and respond to incidents when they learn of them. Increasing in-person training and web resources will help UTSA make larger strides in prevention and response.

Reporting of Title IX incidents remains low, in contrast to the numbers of students endorsing victimization on the CLASE survey. In order to provide the most accessible reporting options the task force recommends students, faculty, and staff have necessary information at their fingertips.   The purchase of a smart phone application, complete with reporting options and resources information is recommended. To further enhance response and reporting, UTSA should establish a SART (Sexual Assault Response Team), to serve as an advisory board for the Title IX prevention and support team.

An enormous amount of collaboration already takes place within the existing UTSA education, prevention, and training programs. We need to ensure that all programs, service providers, and print resources offer information consistent with the institution's policies and stance on Title IX issues. UTSA

students, faculty, staff, and visitors should have easy access to Title IX information and their rights and resources when they search UTSA's website. Furthermore, it is important for leadership to publicly state their commitment to preventing all forms of sexual misconduct, sexual violence, interpersonal violence, and sexual harassment.

Finally, all the efforts in prevention and evaluation should be rigorously evaluated. Engaging existing faculty for evaluation will help determine which programs and training are effective, and which need improvement or modification. It is also important to gather the feedback of the students and victims to ensure that the processes and services provided to them are trauma-informed and meeting their needs.

Task Force Charges

Task Force charges were developed using recommendations from January 2017 report, White House Task Force to Protect Students from Sexual Assault.

Charge I: Coordinate campus response

1. Review policies and procedures for clarity and effectiveness.

2. Make recommendations for victim-centered and trauma-informed practices.

3. Determine if significant infrastructure exists for survivor support.

4. Make recommendations for campus and community collaboration.

5. Assess the training needs for faculty and investigate training options.

Charge II: Current Prevention Program Assessment

1. Assess current programs and services to determine if efforts cover all levels in the social ecological model. Identify gaps in programming and services.

2. Examine available programs for inclusiveness and consideration of the needs of diverse populations, including LGBTQ students, students with disabilities, international students, students of color, students abroad, and English-learner students.

3. Determine if current programs complement and reinforce one another. Make recommendations for consistent messaging.

4. Determine if existing programs utilize a trauma-informed, survivor-centered approach.

5. Assess the availability of programming across all types of violence, from severe egregious acts to less recognized behaviors.

6. Make recommendations for best timing and frequency for programming that is aligned with evidence-based best practices.

7. Explore ways to integrate and collaborate with prevention programing in other risk areas, e.g., suicide, drug/alcohol misuse, STI prevention, etc.

8. Examine how to integrate prevention programming in existing structures.

9. Make recommendations for programming which addresses the behaviors and attitudes that contribute to, and allow sexual assault and sexual harassment to happen (e.g., racism, sexism, heterosexism, etc.); and also embodies the diverse values, beliefs, and cultural background of UTSA community members.

10. Make recommendations on how to mobilize student groups and campus departments in prevention and education programming.

11. Foster partnerships between academic entities which support Freshman level students (e.g., First Year Experience) and the UTSA sexual assault prevention task force that facilitates the implementation and assessment of sexual misconduct prevention efforts among students most at risk for victimization.

Charge III: Assess need for new policies and processes

1. Review investigation and adjudication processes to ensure equal access and opportunity for all parties.

2. Make recommendations for strengthening student, staff, and faculty knowledge on sexual misconduct policies.

3. Establish a baseline for student, staff, and faculty exposure to sexual assault prevention training that is aligned with evidence-based best practices.

Charge IV: Reporting Options & Transparency

1. Make recommendations for clear and accessible reporting options.

2. Evaluate the need and feasibility of an online system for anonymous reporting.

3. Evaluate the need for a full-time victim advocate.

4. Examine the accessibility of public information on sexual assault and sexual harassment.

5. Develop a communication plan for students, families and other stakeholders, outlining the approach for prevention and education.

6. Evaluate university website for resources for victims, students, families, and other stakeholders.

Charge V: Climate Surveys and Program Evaluation

1. Examine available survey results and determine what other data are needed.

2. Incorporate current knowledge in the development of recommendations.

3. Make recommendations for the collection of accurate statistics.

4. Develop assessment tools to evaluate the efficacy of current programs on their stated goals.

Findings and Recommendations

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Aim I: Staffing

Findings

The subcommittees investigating all charges found there was not sufficient staff dedicated solely to sexual misconduct prevention or victim advocacy. Various departments undertake prevention efforts; however, while the departments collaborate on prevention, the efforts are not centralized, nor focused on achieving targeted strategic objectives. Furthermore, in most cases programs did not undergo evaluation for their efficacy.

Similarly, while victim advocacy functions occur in several departments, e.g., Counseling Services, UTSA Police Community Services, and Equal Opportunity Services, and cross collaboration is the norm, all serve other primary functions. As such, these departments have expressed concern about their ability to respond and follow-up with students due to their already very full caseloads.

As outlined in the most recent guidance from the Department of Education, Office of Civil Rights, respondents to sexual misconduct, sexual violence, and sexual harassment complaints also require support as they navigate the Title IX, and conduct processes. These individuals would benefit from the guidance of an advocate who can help them understand applicable policies and access support services on campus.

Universities in Texas, including The University of Houston, The University of Texas at Arlington, and The University of Texas at Austin, have dedicated individuals or offices assigned to lead prevention efforts and/or support victims. There is great variety in where these individuals or offices are located on campus. After examining UTSA's ecosystem, one possible fit for new staff dedicated to advocacy and prevention is the Institutional Compliance office (see proposed ecosystem in Appendix 4).

Recommendations

I.   The task force recommends the establishment of three positions. The task force recommends starting with two professional staff members, one focused on Title IX advocacy (referred to as Title IX Advocate or Victim Advocate) and one focused on prevention and education (referred to as Prevention Specialist). The third position is a research specialist, who will work with faculty in residence on program evaluation, (see AIM V for Program Evaluation). Note: Titles and salary are subject to change, review, and approval by Human Resources.

II.   The task force recommends the Title IX (victim) advocate be a masters-level professional in the field of social work. The advocate will collaborate with campus professionals to provide support, coordinate academic relief, and act as a neutral guide through Title IX, conduct and/or criminal processes (This professional staff member can also serve as the chair of a newly formed sexual assault response team (see AIM III, recommendation 4), and serve as a content expert on the Behavioral Intervention team. As the advocacy program develops, this

professional can recruit social work student interns from UTSA Social Work department to assist with direct student work. This will increase availability of services.

III.   The task force recommends a second professional staff member with expertise in sexual misconduct prevention and education. This individual will serve as the coordinator for all campus sexual violence prevention for students, staff, and faculty. The prevention specialist will examine prevention needs and develop prevention strategies. The prevention specialist will collaborate on programs that go beyond awareness, and target key issues that form the foundation of and perpetuate sexual violence, sexual harassment and other Title IX conduct. The prevention specialist should have an adequate budget to plan and execute both state mandated and best practice programs. The Prevention Specialist and the Title IX advocate should encourage ongoing collaboration among departments and student organizations. They can serve as advisors to those who desire to continue their program efforts.

IV.   The task force also recommends the establishment of advocates for the respondent. This person, or team, is ideally someone separate from the victims' advocate. Because it is anticipated that this service will not be in high demand, this can be an added duty for existing staff members, such as an ombudsperson, or other staff member willing to take on the responsibility of the position.

V.   The task force recommends increasing resources for departments playing key roles in sexual misconduct and sexual violence prevention and response. Additional staff resources in Equal Opportunity Services and Student Conduct and Community Standards would allow investigators to address complaints, and resolve cases in a more timely fashion. Similarly, additional Counseling Services staff specializing in trauma recovery would help alleviate the waiting period some students experience when trying to access treatment. Support for Counseling Services for training of staff in trauma-informed counseling and treatment is necessary as well. Financial support for Student Health Services would also enable the clinic to offer lab testing and medical treatment for victims.

Aim II: Expand Training for Faculty, Staff, and Students

Findings

The 2017 CLASE study revealed a concern; an unacceptable rate of faculty and staff perpetrated harassment (Busch-Armendariz, N. B., et. al, 2017). Eleven percent of UTSA students indicated they experienced sexist gender harassment, which includes offensive remarks or different treatment based on gender. Of that 11%, students indicated more than half of faculty/staff sexual harassment is perpetrated by faculty.

Faculty and staff receive sexual harassment, discrimination, Title IX and Campus SaVE training every other year. While this training meets state and federal requirements, the task force believes it is not sufficient to end the problem of sexual violence, and gender-based harassment, or prepare university faculty and staff to respond sensitively or effectively to these allegations. All new full-time faculty and staff currently receive in-person training on issues of sexual violence and how to respond, but there is no in-person follow-up training.

Students are currently required to review and acknowledge the university's sexual misconduct policies in compliance with Texas House Bill 699. Students also receive Title IX and Campus SaVE information at freshman orientation. Additionally, incoming students also receive online training, via Haven, for sexual assault awareness and prevention, intimate partner violence, stalking prevention, as well as bystander intervention.

Recommendations

I.   Training for students, faculty, and staff should be strategic and address needs identified in institutional data, focus groups, listening sessions, and by student organizations. Additionally, training efforts should include awareness, skill building, and understanding the attitudes and behaviors that perpetuate sexual violence, interpersonal violence, and sexual harassment.   For example, faculty and staff training should focus on sexual harassment, as its prevalence is higher than other types of sexual violence. Other faculty and staff training needs might include response strategies, as they often hear outcries of sexual violence. Student training, on the other hand, might focus on sexual assault, consent, the connection between substance use and sexual assault, and bystander intervention. Training for student athletes, coaches and athletics staff should also meet new NCAA guidelines for campus sexual violence prevention. Training should be a combination of online and in-person, as well as timely and frequent. All training programs should embody the diverse values, beliefs, and cultural background of UTSA community members, while, as stated above, should address the behaviors and attitudes that contribute to, and allow sexual assault,

interpersonal violence and sexual harassment to happen (i.e., racism, sexism, heterosexism, etc.).

II. The task force recommends conducting a needs assessment to identify training needs for faculty and staff. A combination of online and in-person training should be developed to meet training deficits. Existing online training modules should be updated to include new content as laws and policies evolve. Additionally, non-tenure track faculty and part-time employees should be included in all training efforts. To underscore the importance of training, courses should be mandatory. Department chairs and deans should introduce the training at a faculty meeting and discuss the department's commitment to ending sexual misconduct and sexual violence and other and Title IX incidents on campus. The newly hired prevention specialist should work closely with the Title IX Coordinator and Human Resources to develop faculty training. Training should include: (a) identification of behaviors along the continuum of sexual violence; (b) effective and timely response to victims of sexual misconduct; (c) reporting options, and; (d) available resources and interim relief measures. All training material should be accessible online for easy referencing.

III. The task force recommends exploring ways to integrate and collaborate with prevention programming in other risk areas, e.g., suicide, drug/alcohol misuse, STI prevention, etc. Collaboration with the Beaks up Speak up, bystander intervention program will further align training and prevention messages.

IV. It is recommended that campus partners such as the Office of Student Activities, Athletics, and Student Affairs be consulted on how to best mobilize student groups, student athletes, and campus departments in prevention and education programming.

V. Develop a partnership with the San Antonio Rape Crisis Center and Family Violence Prevention Services to provide specialized training to targeted groups of faculty, staff, and students.

Aim III: Infrastructure Changes

Findings

UTSA offers a number of resources for reporting sexual misconduct, sexual violence, and sexual harassment. Students, faculty, and staff can report concerns to UTSA Police[5], Equal Opportunities Services/Title IX[6], Silent Witness reporting[7], the Behavior Intervention Team[8] and UTSA's Compliance Hotline[9]. Despite many options, reporting remains extremely low. According to the CLASE study, only 10% of students disclosed their sexual violence or sexual harassment experience to a UTSA department. Furthermore, most students disclosed their experience to Counseling Services, where it remains confidential. Sexual violence is grossly underreported in general, but improvements in the UTSA reporting processes can help to ensure that students feel safe and secure in reporting these instances to UTSA officials.

The current reporting options can be overwhelming for some students, faculty, and staff. It may not be clear to all which behaviors require reporting, and what offices on campus are confidential. Ease of reporting is important to help individuals overcome barriers to reporting. Individuals also need clarity on what behaviors and disclosures need to be reported, and to whom. For those who might be worried about disclosing their identity, UTSA offers the anonymous reporting systems/applications, Behavioral Intervention Team Report (BIT) and Compliance, but students, faculty, and staff are not always aware of these options.

In 2017, The University of Texas at San Antonio expanded the Campus Security Authority program that falls under the mandate of the federal Clery Act. This lead to the identification of additional Campus Security Authorities, and expanded training to include several methods, such as including on-line options, classroom training, one-on-one presentations, and individual groups. Campus Security Authorities are responsible for reporting Clery Act crimes reported to them by the Clery Coordinator. In addition, each year the Clery Coordinator reaches out to every Campus Security Authority to obtain final records/reports of any Clery Act crimes they did not report the previous year.

Universities are beginning to implement the use of a mobile app for reporting on a variety of concerns from emergencies to maintenance issues (see Appendix 2 for list of implementing universities). A cross-functional reporting app platform allows users to go to one stop source to provide the relevant information. Intelligence software built into the applications ensures that the appropriate departments and/or individuals receive the funneled information. These software applications also have the additional utility of added safety features. Some application have GPS tracking and emergency notifications built in.

According to the CLASE Report for UTSA, the majority of respondents did not know where to go to obtain assistance for incidents of sexual misconduct, sexual violence, and interpersonal violence. In

researching information on the accessibility of information on sexual misconduct and sexual harassment, the task force found that a best practice for transparency at many university and college campuses included the publication of an annual report that discloses information about the Title IX process and the numbers of complaints received and/or investigated. When sexual assault reports are made, a number of stakeholders become potentially involved: Equal Opportunity Services/Title IX, UTSA Police, Student Conduct and Community Standards, Legal Affairs, Counseling Services, and Human Resources to name a few. The departments involved provide the services, support, and advice as indicated by their mission focus area. While each department is responsible for their own response, currently there are no formally outlined steps and processes to follow, and stakeholders do not routinely solely meet to discuss every sexual assault case. Other institutions including, Trinity University, Texas A&M (Critical Incident Response Team), the University of Tennessee at Knoxville, and the University of New Mexico, have established Sexual Assault Response Teams or SARTs. The SART is composed of a multidisciplinary team designed to formalize institutional guidelines, organize and enhance service delivery, and protect the rights of individuals involved in cases. Members of the SART can include individual representatives from campus police, Title IX, health services, counseling services, Ombudsperson, Victim Advocate, and other stakeholders. SARTs also help to increase the visibility of the Title IX program and available campus' resources.

In addition to reviewing the Student Code of Conduct and the Handbook of Operating Procedures frequently, UTSA has taken steps to amend the Student Code of Conduct and HOP regarding Title IX incidents. The proposed amendments include amnesty for good faith reports of sex discrimination, sexual harassment, sexual assault, sexual misconduct, interpersonal violence, stalking, and other Title IX allegations. Also proposed is a notification that disciplinary proceedings may be initiated against students for the following acts or violations: sexual assault, sexual violence, sexual misconduct, sexual harassment, stalking, and retaliation. These amendments were submitted to Legal Affairs and are pending final approval, which would include review by the Office of General Counsel at UT System.

Recommendations

I. The task force recommends integrating a safety app into the UTSA app. This will place reporting criminal and safety incidents into the hands of all students, faculty, and staff. A safety app can supplement an on-line anonymous reporting system. Many institutions of higher education have moved to incorporate a safety app to increase their ability to both communicate safety information to the campus community, and to improve reporting of criminal and non-criminal incidents on and around campus. On-line reporting plays an important role in reporting, and the ability to pull up an application on a smart phone from anywhere in the world and report an incident should be embraced and adopted, as well.

The safety app features should include anonymous reporting of incidents, and allow the end user to upload pictures and videos to accompany their submission. The person reporting the incident should have the capability of sharing their identifying information or reporting anonymously. In addition, the app should include a feature that allows friends to follow each other in virtual time when they walk from one location to another. Other features to consider include: (1) a button for both the emergency and non-emergency numbers at the UTSA Police Department for making instant contact; (2) a function to provide "tips" (criminal or non-criminal) which can be directed to the appropriate department(s), or to faculty and staff; (3) the capability to broadcast messages to the end user from the geo-location indicated; and; (4) functions accessible to students and faculty traveling abroad.

II.   In developing reporting options, UTSA should be culturally sensitive to international students, faculty, and staff who may not be comfortable with reporting crimes. The sub-committee believes UTSA should develop ways to encourage reporting by those who may be hesitant in reporting due to their societal norms being different from this country, or feel vulnerable due to a lack of familiarity within a system outside of their country of origin. It is recommended that the Office of International Programs be consulted to determine the additional ways to help international students be aware of the sexual violence, sexual misconduct, sexual harassment, and their reporting options, beyond orientation. It is also recommended that the current training offered to international students be enhanced and modified frequently to address the changing needs of this population.

III.   In an effort to track and unify reporting, the task force recommends that the University invest in Maxient or similar software to enable management and tracking of disciplinary incidents/hearings, Title IX investigations, judicial referrals, and other incidents. Maxient, used by more than 800 colleges and universities across the country, is a centralized recordkeeping software that allows input from various entities on campus. Some of the features of the database should include: (1) centralized recordkeeping software to better track and report Title IX investigations and Student/Employee conduct cases; (2) robust Clery Reporting; (3) tracked notifications and attempts to reach survivors, accused and witnesses in investigations and disciplinary actions; (4) tracked referrals from different reporting entities; (5) ability to alert a person about an incident; (5) customizable analytical reporting; (6) routing reports based on report content; (7) proactive watch list alerts, such as repeat offenders and others involved in cases; (8) integration capability with Banner, Colleague, PeopleSoft, Jenzabar, and other software applications; and; (9) extensive audit trails of user activity. This type of software is beneficial for Title IX and Clery Compliance audits conducted by the US Department of Education, and other regulatory organizations.

IV.   The task force recommends establishing a SART or similar response team. This team can serve as an advisory group to the advocate, Dean of Students, prevention specialist, and Title IX coordinator. This team can also make recommendations to improve the coordination of training activities, responses, and referrals.

V.   The task force recommends Athletics review the student athlete recruiting process to ensure it addresses the recruitment of athletes who have been found responsible for Title IX conduct, in a way that is consistent with NCAA expectations.

Aim IV: Unified and Consistent Messaging

Findings

UTSA's Sexual Harassment and Sexual Misconduct Policy HOP 9.24, and Student Code of Conduct (Section 801) was reviewed and revised during Summer 2015. The policy and code meet all Office of Civil Rights (OCR), UT System, and UTSA requirements to address sexual misconduct violations, including sexual violence and intimate partner violence incidents involving students, faculty, and staff. The new HOP policy[10] and Student Code of Conduct[11] were both implemented in January 28, 2016.

While policies are current, they are not easily accessible. Students, in particular, seldom read the Handbook of Operating Procedures. Many departments, who hear outcries of sexual misconduct and sexual harassment, do not have links or references to policies on their own websites. Additionally, search results from the UTSA website do not clearly point to the policies, when key words such as sexual assault, rape, and dating violence are entered. Some universities have policy information within one click from their main webpage.

Recommendations

I. The task force recommends that the Equal Opportunities Office/Title IX, Dean of Students, Student Conduct and Community Standard, Legal Affairs, the new Victim Advocate, and the Prevention Specialist review issued OCR resolution agreements quarterly, to identify best practices recommended by OCR to address findings at other colleges and universities. Legal Affairs should also monitor state and federal legislation related to sexual violence and sexual harassment for its potential to impact UTSA students, faculty, and staff. UTSA should help students, faculty, and staff stay informed of proposed legislation via a website or newsletter. Moreover, these staff members should regularly make recommendations to upper administration to advocate for laws and policies that support victims of sexual harassment and sexual violence, and provide due process for alleged perpetrators.

II. All task force subcommittees agree that students, faculty, and staff need easily accessible information on sexual violence policy and Title IX procedures. The task force recommends creating a Title IX Process Manual that provides step-by-step instructions on UTSA's Title IX procedures for investigation, and adjudication of sexual misconduct, sexual violence, interpersonal violence, and sexual harassment referrals to EOS. The manual should be available on-line, as well as in the UTSA Information Bulletin and linked on other UTSA websites.

III.   The SART should coordinate with University Communications on making reports, data, service information, and policies easily accessible online and in print. Any visitor to the UTSA website should be able to find information on sexual assault, sexual harassment, and other Title IX areas easily from the home page, and through searches. Furthermore, the task force recommends a campus wide marketing campaign to increase awareness on policies and available resources.

IV.   The task force recommends that leadership issue statements regarding the institution's stance on sexual violence, sexual harassment, sexual misconduct and campus safety. These messages can be integrated into leadership meetings, official documents, such as the information bulletin, and featured prominently on websites and in emails regarding Title IX and campus safety.

V.   The task force recommends the Provost consider a message on syllabi that provides student with information on how to report sexual harassment, sexual assault, and other Title IX issues.

Aim V: Program Evaluation

Findings

UTSA has conducted two climate studies and research projects on sexual violence on campus (Christensen, Harris, & Hernandez, 2015), CLASE[1]). The data indicates that rates of sexual harassment and sexual violence among students are similar or lower than national trends. However, any rate of sexual harassment and sexual violence is concerning, and these data provide a baseline for comparison after implementation of new initiatives.

UTSA boasts at least 40 programs for sexual violence, sexual harassment, dating/domestic violence, and stalking prevention. The variety of programs include: awareness events, panels, films, lectures, discussions, self-defense, online modules, and more. While the programs are numerous, there is lack of systematic data collection and evaluation of attendance, efficacy, and impact.

UTSA has faculty and staff whose specialties and research areas are related to sexual violence and sexual harassment. Faculty in Social Work, Criminal Justice, Sociology, and Women's Studies regularly write grants, manuscripts, and conduct research in sexual violence and interpersonal violence.

At this time, there is not a process for students to evaluate or provide feedback on the Title IX process or services. Feedback from participants, complainants, respondents, and reporters can help the institution continue to improve and refine the services.

Recommendations

I.   The task force recommends that the current available data be further analyzed and reviewed. The CLASE data, and other relevant research data should be consulted and incorporated in prevention program development.

II.   The task force recommends UTSA continue to support research and data collection on sexual violence, sexual misconduct and sexual harassment. This can be accomplished through continued collaboration with CLASE, and UTSA originated research. It is also recommended that UTSA initiate a Memorandum of Understanding with the CLASE team, outlining how UTSA can access its own raw data in a timely manner.

III. The university already has a number of faculty with research experience in the area of sexual violence, interpersonal violence, and sexual harassment. The task force recommends UTSA support independent research, such as focus groups with Latinx-identified, African-American, LGBT-identified students, and other underrepresented groups. Additionally, it is recommended that students are involved in conducting the research. This process is called

Participatory Action Research (PAR). The object of PAR is to engage the group experiencing the problem (e.g., students) into inquiring about the problem and coming up with realistic, community-based solutions." The second aim is to empower people on a visceral and deeper level through the process of aiding them in constructing and using their own knowledge (paraphrased from Reason, 1998, p. 71). (Community Toolbox, n.d. Chapter 36, Section 6. Participatory Evaluation; Minkler & Wallterstein, 2008). These efforts will yield data, which will help UTSA develop culturally relevant programming and program evaluation efforts.

IV.   The task force recommends that a newly hired research specialist engage in the iterative process of developing assessment tools that systematically evaluate all prevention programs on their stated goals.

V.   Furthermore, the task force recommends that evaluation programs ensure outcomes follow the "Social Ecological Model." The model suggests addressing evaluation outcomes at the: (i) individual, (b) relationship, (c) community, and; (d) society levels (Dills, Fowler, & Payne, 2016).

VI.   The task force strongly encourages investment in engaging a consultant who has Health Promotion expertise. Goals of the consultation would include identifying opportunities for streamlining data collection, enhancing program oversight, and facilitating collaboration between students, staff, and academic entities. In addition, the consultant can examine how to integrate prevention programming into existing structures like the Student Health Service and Health Education Office[12] components, and recommend how to build its capacity.

VII.   The task force recommends that the Title IX office consider a way to gather feedback from participants in the process. It is also recommended that the SART gather information from listening sessions so that the university's response and programs continue to evolve in a way that is optimally supportive of students.

Appendix 1: Links to Resources and Citations

1. University of San Antonio Cultivating Learning and Safe Environments[1] (CLASE), March 2017
   https://utsystem.edu/sites/default/files/sites/clase/files/clase-ut-san-antonio.pdf

2. University of Tennessee Report of the Special Independent Commission on Title IX Resources and Programs, June 15, 2017.
   http://president.tennessee.edu/wp-content/uploads/sites/4/2017/06/Report-of-the-Special-Independent-Commission-on-Title-IX-Resources-and-Programs-for-the-University-of-Tennessee-June-15-201717.pdf

3. University of Utah: Report of Presidential Task Force on Campus Safety, May 31, 2017 Force
   https://www.scribd.com/document/351439676/Report-of-the-Task-Force-on-Campus-Safety-at-the-U-of-U

4. Title IX offenses and sexual misconduct are used interchangeably in this document and are terms referring to sexual harassment, sexual violence, sexual assault, stalking, domestic violence and/or dating violence.

5. UTSA Police: 210-458-4911/4242

6. Equal Opportunities Services/Title IX
   https://www.utsa.edu/eos/contact.html

7. Silent Witness reporting
   http://www.utsa.edu/utsapd/forms/witness.cfm

8. Behavior Intervention Team
   http://www.utsa.edu/bit/

9. UTSA's Compliance Hotline
   https://www.reportlineweb.com/Welcome.aspx?Client=UTSA).

10. HOP policy.
    http://www.utsa.edu/hop/chapter9/9-24.html

11. Student Code of Conduct
    http://catalog.utsa.edu/informationbulletin/appendices/studentcodeofconduct/

12. Health Education office
    http://www.utsa.edu/health/edu/

Appendix 2: Universities Implementing Use of a Mobile App

911 Cellular –

- Vanderbilt University
- Oklahoma State University
- Louisiana State University
- North Central Texas College
- Merced College
- Texas A & M Central
- Case Western Reserve University

Live Safe –

- East Carolina University
- Arizona State University
- Georgetown University
- Virginia Tech
- University of Southern California
- Virginia Commonwealth University
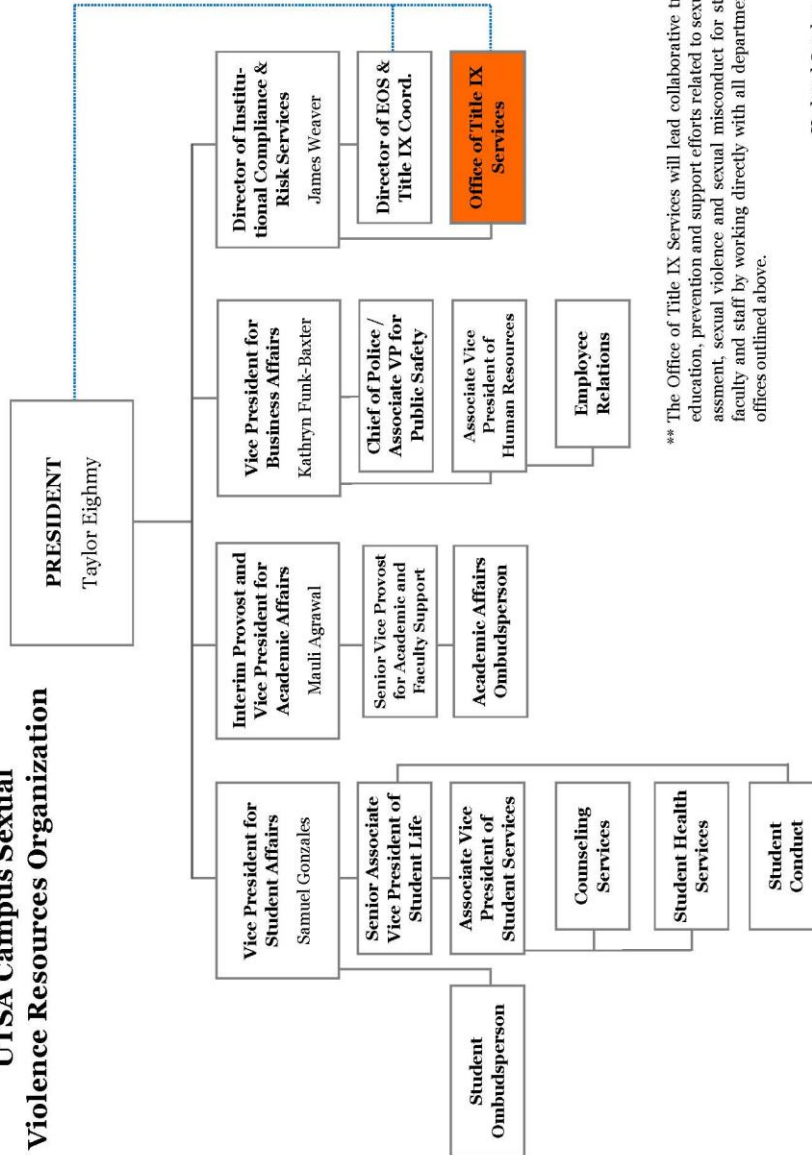- George Washington College

Appendix 3: References

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Appendix 4a: Proposed Centralized Eco-System Model

Proposed Centralized Eco-System Model

UTSA Campus Sexual Violence Resources Organization

PRESIDENT
Taylor Eighmy

Vice President for Student Affairs
Samuel Gonzales

- Senior Associate Vice President of Student Life
  - Associate Vice President of Student Services
    - Counseling Services
    - Student Health Services
    - Student Conduct
  - Student Ombudsperson

Interim Provost and Vice President for Academic Affairs
Mauli Agrawal

- Senior Vice Provost for Academic and Faculty Support
- Academic Affairs Ombudsperson

Vice President for Business Affairs
Kathryn Funk-Baxter

- Chief of Police / Associate VP for Public Safety
- Associate Vice President of Human Resources
  - Employee Relations

Director of Institutional Compliance & Risk Services
James Weaver

- Director of EOS & Title IX Coord.
  - **Office of Title IX Services**

** The Office of Title IX Services will lead collaborative training, education, prevention and support efforts related to sexual harassment, sexual violence and sexual misconduct for students, faculty and staff by working directly with all departments and offices outlined above.
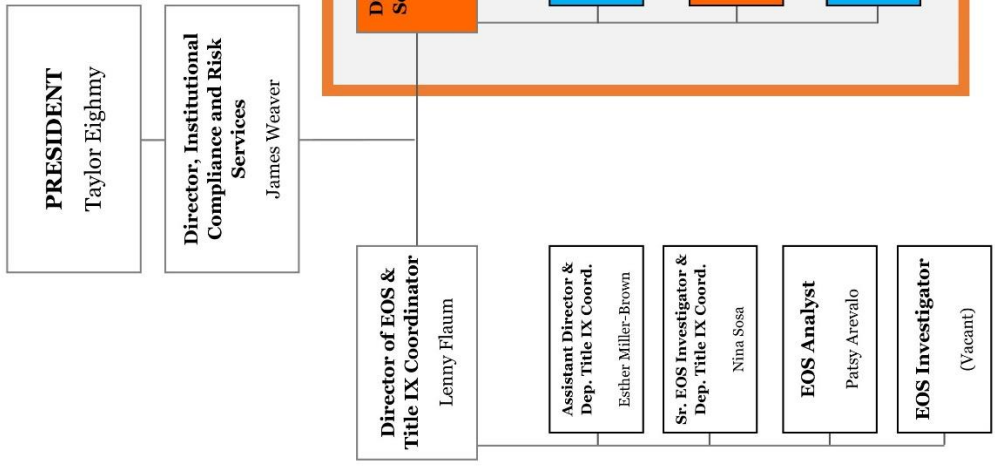
Updated October 19, 2017

Appendix 4b: Proposed UTSA Equal Opportunity and Title IX Services

Proposed Organization

UTSA Equal Opportunity and Title IX Services

*The task force recommends the establishment of three positions; two professional staff members, one focused on Title IX advocacy (referred to as Title IX Advocate or Victim Advocate) and one focused on prevention and education (referred to as Prevention Specialist). The third position is a research specialist, who will work with faculty in residence on program evaluation, (see AIM V for Program Evaluation).

Note: Titles and salary are subject to change, review, and approval by HR.

Updated October 24, 2017

PRESIDENT
Taylor Eighmy

Director, Institutional Compliance and Risk Services
James Weaver

Director of Title IX Services & Prevention Specialist
(New Position)

Sexual Assault Response Team

Title IX Advocate (Respondent)
(Existing Staff)

Title IX Advocate
(New Position)

Student Intern
(Non-Paid, New)

Student Intern
(Non-Paid, New)

Faculty in Residence
(Existing Faculty)

Research Specialist
(New Position)

Director of EOS & Title IX Coordinator
Lenny Flaum

Assistant Director & Dep. Title IX Coord.
Esther Miller-Brown

Sr. EOS Investigator & Dep. Title IX Coord.
Nina Sosa

EOS Analyst
Patsy Arevalo

EOS Investigator
(Vacant)

Appendix 4c: Office of Title IX Support Services Partners

This graph represents the bidirectional consulting and referring relationship the new Office of Title IX Services will share with campus partners involved in sexual violence, sexual harassment and sexual misconduct response. The Office of Title IX Services will collaboratively lead education and training efforts to prevent all forms of sexual misconduct.