



BRIEFING REPORT

Addressing Relationship Violence & Sexual Misconduct (RVSM)
at Michigan State University

Prepared by the MSU RVSM Workgroup for:

Samuel L. Stanley, Jr., M.D.

Incoming University President

Report date:

July 2019

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ABOUT

THIS REPORT

AND THE RVSM WORKGROUP

This report was prepared by the RVSM Expert Advisory Workgroup for the incoming President of Michigan State University, Samuel L. Stanley, Jr., M.D., appointed by the Board of Trustees in June 2019. The Workgroup was formed in February 2018, and includes faculty, administrators, staff, and students who have extensive content expertise in relationship violence and sexual misconduct (RVSM). The Workgroup solicits feedback from the MSU community on RVSM issues, and make recommendations to improve university programs and policies.

The purpose of this report is to summarize the Workgroup's efforts to-date. This includes a brief orientation to the issues facing MSU in its response to RVSM, a summary of the Workgroup's initiatives, and our thoughts for carrying this work forward.

This report is not a comprehensive review of all RVSM services and policies, a history of RVSM-related lawsuits, or Office of Civil Rights resolutions, etc. This report does not supplant reports from Office of General Counsel, MSU Health Team, or individual programs (e.g., MSU Sexual Assault Program; Title IX Prevention, Outreach, and Education Department; etc.).

*For additional history about RVSM-related initiatives at MSU, see the **Annual Reports** page on the Office for Civil Rights & Title IX Education and Compliance website*

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UNDERSTANDING THE PROBLEM

PAST, PRESENT, FUTURE

MSU COMMUNITY HAS EXPERIENCED INSTITUTIONAL TRAUMA AND INSTITUTIONAL BETRAYAL

What is INSTITUTIONAL TRAUMA & BETRAYAL?

Dr. Jennifer Freyd, an internationally-recognized trauma expert from the University of Oregon, coined the term ‘institutional betrayal’ to refer to “wrongdoings perpetrated by an institution upon individuals dependent on that institution, including failure to prevent or respond supportively to wrongdoings by individuals (e.g., sexual assault) committed within the context of the institution” (Freyd, 2019).

A large-scale trauma that affects multiple people—directly and indirectly

Anger & betrayal that abuse happened and that institution did not intervene & protect

Creates culture of distrust, disgust, shame

Contributes to burnout, turnover, withdrawal



Photo: Annie Barker | The State News

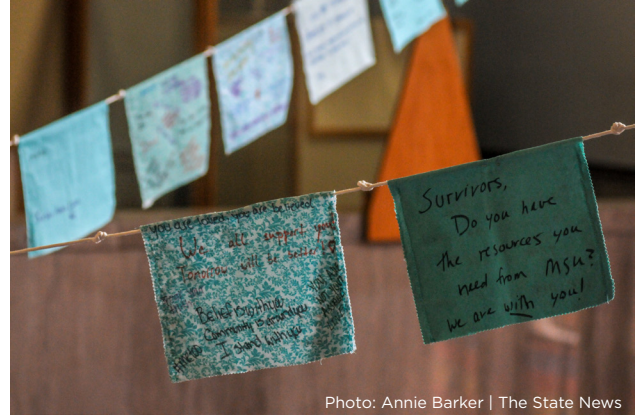


Photo: Annie Barker | The State News

What does INSTITUTIONAL TRAUMA & BETRAYAL look like at MSU?

It is the Sister Survivors who were abused by Larry Nassar and the institutional response to these survivors

It is all RVSM survivors at MSU who have reported and had negative institutional experiences

It is the RVSM survivors assaulted while at MSU who suffer silently and do not disclose and report because they do not believe the institutional response will be helpful to them

It is the RVSM survivors assaulted before they came to MSU who do not reach out for help here because they do not believe the institutional response will be helpful to them

It is all members of the MSU community who are hurt and betrayed by how the university has handled these issues

RESPONDING TO THE PROBLEM ADDRESSING INSTITUTIONAL TRAUMA AND BETRAYAL

THE MSU RVSM EXPERT ADVISORY WORKGROUP

is a group of **CONTENT EXPERTS** including faculty, administrators, staff, and students that **ENGAGES DIVERSE PERSPECTIVES** and **REPORTS DIRECTLY TO THE PRESIDENT ON AN ON-GOING BASIS.**

THERE ARE ALSO SEVERAL OTHER INITIATIVES ADDRESSING RVSM AT MSU AT DIFFERENT LEVELS ACROSS THE UNIVERSITY WITH DISTINCT AIMS:

STUDENT-LED

“Go Teal” Campaign
in The College of
Communication
Arts & Sciences

COLLEGE LEVEL

The College of Arts
& Letters Culture of
Care Task Force

UNIVERSITY LEVEL

President’s
Advisory Council
on Disability Issues’
RVSM Committee

CONSTITUENCY FEEDBACK

Sexual Violence
Advisory
Committee

SERVICE PROVIDERS

Violence Free
Communities



TRAUMA-INFORMED SERVICES

The College of
Human Medicine’s
Trauma-Informed
Speaker Series

The School of Social
Work and Department
of Psychology’s
Trauma Services and
Training Network

SUPPORTING RESEARCH

Research
Consortium on
Gender-Based
Violence

RVSM WORKGROUP

OUR CHARGE AND PROCESS

OUR CHARGE

BE A RESOURCE

to the MSU community by sharing our knowledge and expertise on RVSM issues

GATHER INPUT

suggestions, and ideas from students, faculty, staff, alumni, and community members to ensure that diverse viewpoints are brought into all decision-making

MAKE RECOMMENDATIONS

to the President for improving RVSM programs, protocols, and policies to support MSU's goal of creating a safe and supportive campus for all

OUR PROCESS



COLLECTING COMMUNITY FEEDBACK

As of July 2019, more than **270** comments have been submitted via the community suggestions and recommendations online form. The Workgroup reviews and discusses these suggestions at our biweekly meetings, and these comments directly inform our work.



MEETING WITH CAMPUS AND COMMUNITY GROUPS

The Workgroup meets regularly with MSU units and organizations to gather input from diverse stakeholders related to RVSM issues, including student, staff and faculty groups within MSU, as well as organizations from the local community.



REVIEWING RESEARCH AND BEST PRACTICES

The Workgroup reviews current RVSM research to identify empirically-supported programs to support survivors and prevent violence. We also review recommended best practices by local, state, national, and international organizations to guide our efforts.



MAKING RECOMMENDATIONS AND SUPPORTING CHANGES AT MSU

Based on community feedback, input received at campus and community meetings, and current research and best practice recommendations, the Workgroup makes recommendations to the President to improve RVSM services and prevention education.

RVSM WORKGROUP

WHAT WE HEARD AND OUR RESPONSE

FEEDBACK FROM THE COMMUNITY



1. The organizational structure for RVSM oversight and policy is confusing



2. RVSM services and prevention are understaffed and under-resourced



3. Education to MSU community on RVSM resources is lacking

WHAT THE RVSM WORKGROUP IS DOING

RVSM WORKGROUP RESPONSE

1. CREATING NEW ORGANIZATIONAL STRUCTURES

2. ADDRESSING STAFFING & SERVICES GAPS

3. EDUCATING THE MSU COMMUNITY

RVSM WORKGROUP RESPONSE

1. CREATING NEW ORGANIZATIONAL STRUCTURES

WHAT WE HEARD

From the MSU community: Students noted that many students and faculty do not understand offices and processes related to Title IX reporting, accommodations, and investigations.

- RVSM Workgroup meeting with ASMSU

From external sources: “[MSU community members] expressed confusion regarding the role and leadership structure of the Office of Institutional Equity—responsible for carrying out MSU’s Title IX functions—as well as the role and responsibilities of other senior administrators who help support MSU’s Title IX efforts.”

- Husch Blackwell Title IX Review, Phase 2 Report

RESULTING CHANGES

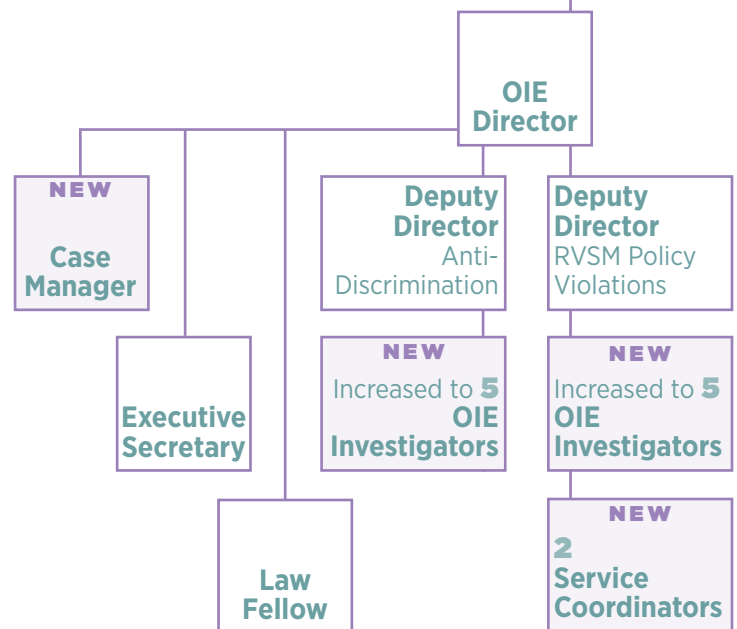
Creation of new Office for Civil Rights & Title IX Education and Compliance

The workgroup recommended the creation of this new organizational unit, which oversees the university’s civil rights and Title IX education, investigation, and compliance efforts, including MSU’s investigatory unit, the Office for Institutional Equity (OIE); the Office of the ADA Coordinator; as well as the Prevention, Outreach, and Education (POE) Department.

The Office for Civil Rights & Title IX Education and Compliance



The Office for Institutional Equity



RVSM WORKGROUP RESPONSE

2. ADDRESSING STAFFING & SERVICES GAPS

WHAT WE HEARD

From the MSU community: “We must do away with this [online] video system and implement an in-person, mandatory program.”

- Comment submitted via RVSM Workgroup online input form

From external sources: “The SARV Prevention Program . . . [relied] on one full time program administrator and peer educators. Many participants, including SARV peer educators and faculty members, asserted that SARV should be funded through adequate and direct MSU investment to support program improvement and expansion. . . Inadequate resources were repeatedly cited as the reason for SARV’s inability to develop new programming and offer that programming to new audiences.”

- Husch Blackwell Title IX Review, Phase 2 Report

RESULTING CHANGES

Actions within the new Prevention, Outreach, & Education Department

Expansion of mandatory in-person programming for undergraduate students:

10,554 1st year students completed Sexual Assault & Relationship Violence (SARV) Prevention program

9,566 2nd year students completed Bystander Network program

In addition to:

5,853 total attendees at 147 other in-person training sessions

Prevention, Outreach, and Education Department



- New** Trainings on RVSM policies and procedures, disclosure response, and survivor support
- New** Tailored Athletics trainings for student athletes and staff
- New** Multi-tier training for Residential Education supervisory staff and Residence Assistants
- New** Summits and workshops for faculty, staff, and graduate students:
 - Gender Violence & Transformative Teaching Workshop
 - Creating Culture Change Through Collaboration Summit
 - Training and breakout session at New TA Institute
 - It’s On Us to Support Survivors Workshop for graduate/professional students

AND Additions and changes to New Student and New Family Orientation Programs regarding our values and commitment to RVSM issues

RVSM WORKGROUP RESPONSE

2. ADDRESSING STAFFING & SERVICES GAPS

WHAT WE HEARD

From the MSU community: “Support individuals who have been affected by trauma. Avoid revictimization, reduce waitlists for services by increasing staffing and providing funding to programs that support these individuals.”

- Comment submitted via RVSM Workgroup online input form

From external sources: “The demands on [the Sexual Assault Program] are extensive, as there is more pressure to serve more students. The combination of the increased demands and limited staffing has made it difficult to serve promptly individuals experiencing sexual misconduct and mental health issues.”

- Husch Blackwell Title IX Review, Phase 2 Report

RESULTING CHANGES

Changes and Additions to the Sexual Assault Program (SAP)

NEW Crisis Chat, a web-based hotline staffed by Sexual Assault Crisis Intervention (SACI) volunteers available 10 AM–10 PM

- SAP is partnering with MSU faculty Dr. Carrie Moylan on an evaluation of Crisis Chat funded by the National Institute of Justice

NEW Associate Director position to provide clinical supervision

NEW Two victim advocates, two therapists, and an additional Crisis Counselor

- Average therapy wait times have decreased from 10 days in 2017 to under 4 days in 2019
- Increased capacity lets advocates more readily accompany survivors to initial OIE meetings, police interviews, etc.

NEW Two Claimant Representatives for survivors during new OIE hearing process

NEW Canine Advocate, Justice, who provides emotional support for survivors

Development of Campus Sexual Assault Response Team (SART)

SARTs are a national best practice model for aligning advocacy, medical, legal, and educational services with trauma-informed practices for survivors.

MSU Campus SART brings together partners such as the Sexual Assault Program, MSU Police, and the Office for Civil Rights and Title IX Education and Compliance. The first SART training occurred in May 2019.

NEW Full-time SART Coordinator position to develop collaborative partnerships across campus and supervise SAP advocacy staff and volunteers

NEW MSU Campus SART will develop relationships and structures needed to support new Sexual Assault Nurse Examiner (SANE) program

FUNDING

The new victim advocate, therapist, and SART Coordinator positions are funded by the Michigan Department of Health and Human Services' Division of Victim Services through federal Victims of Crime Act (VOCA) grant funds. VOCA regulations prohibit sharing victims' personally identifying information without explicit consent, providing robust protections for clients' personal information. Securing VOCA funding for SAP's new advocate and therapist positions ensures maximum confidentiality for survivors seeking services.

MSU has provided funding for SAP's new Associate Director, Crisis Counselor, and Claimant Representative positions.

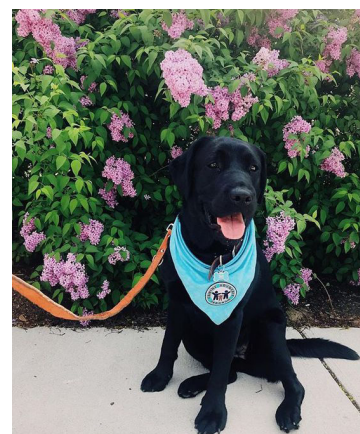


Photo: Instagram [j_alabcalledjustice](#)

RVSM WORKGROUP RESPONSE

2. ADDRESSING STAFFING & SERVICES GAPS

WHAT WE HEARD

From the MSU community: “As support staff at MSU Student Health and Wellness, I would suggest that MSU hire/train extra nurses to do sexual assault examinations. Currently, we encourage student patients to go to Sparrow ER’s SANE for evaluation, treatment, and evidence collection. It would be ideal to have these services on MSU’s campus and free to victims of sexual assault.”

- Comment submitted via RVSM Workgroup online input form

From external sources: “Many jurisdictions around the country (more than 600) have instituted SANE programs, which are often part of a multidisciplinary [SART]. This collaborative approach for responding to sexual assault has produced numerous best practices that: Enhance the quality of health care for individuals who have been sexually assaulted; Improve the quality of forensic evidence; Increase law enforcement’s ability to collect information, file charges, and refer an investigation to prosecution; and Increase prosecution rates over time.”

- National Institute of Justice’s 2017 report, *National Best Practices for Sexual Assault Kits: A Multidisciplinary Approach*

RESULTING CHANGES

Development of MSU Sexual Assault Nurse Examiner Program (**SANE**)

Development is being led by forensic nursing consultant, Dr. Jenifer Markowitz, a SANE program expert who has worked with the National Sexual Violence Resource Center and the U.S. Departments of Justice and Defense

NEW The MSU SANE will open in 2020 and provide free, 24-hour first-response medical care for sexual assault survivors to address the current gap in reliable post-assault medical services on campus

NEW The International Association of Forensic Nurses (IAFN) will partner with Dr. Markowitz and MSU to create a new SANE training curriculum

- Designed to meet the unique needs of the MSU community and ensure clinicians working in the program meet national standards of practice and eligibility for board certification (SANE-A)
- The new curriculum will be part of IAFN’s National SAFETa Project, a technical assistance project funded by the Department of Justice’s Office of Violence Against Women

FUNDING

MSU has contracted with Dr. Markowitz to lead development of the SANE program. Once formed, the program will be funded through state and federal grants, including Victims of Crime Act (VOCA) funding, which will ensure maximum confidentiality for patients who seek SANE services at MSU.

NEW

The Workgroup created the **SANE ADVISORY BOARD** to ensure community voice in the development and implementation of the SANE program

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MSU Police Department

Rebecca Campbell
RVSM Advisory Workgroup

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MSU College of Arts & Letters

Cassie DeRuiter
Forensic Science Division,
Michigan State Police

Kat Ebert
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Jasmine Engleton
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Tana Fedewa
MSU Sexual Assault Program

Denise Ferrell
MSU College of Nursing

Claudia Finkelstein
MSU College of Human Medicine

Mackenzie Fritz
MSU Residence Education &
Housing Services

Trinea Gonczar
Wayne County SAFE

Laura Hall
MI Disability Rights Coalition

Natalie Hawkins
The Army of Survivors

Abby Johnson
MSU College of Education

Jenifer Markowitz
Forensic Consultant

Robert Mavrogordato
Sparrow SANE

Kathleen Miller
MSU Sexual Assault Program

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Services, MDHHS

Nick Royal
MSU LGBT Resource Center

Christie Schichtel
MSU Career Services Network

Amanda Thomashow
Survivor Strong

Tashmica Torok
Firecracker Foundation

Hannah Walters
MSU College of Nursing

David Weismantel
MSU Student Health & Wellness

RVSM WORKGROUP RESPONSE

3. EDUCATING THE MSU COMMUNITY

WHAT WE HEARD

From the MSU community: “Here at [MSU], there are posters up in classrooms of what to do if there is a tornado, what to do if there is a fire, what to do if there is an active shooter. But we have no public information . . . [on] what to do if you think you are a victim of a sexual assault.”

- Comment submitted via RVSM Workgroup online input form

From external sources: “Despite MSU’s tapestry of education and prevention programs, we consistently found that discussion group participants were unaware of, or misinformed about, key concepts relating to MSU’s Title IX program. For example, while student participants were very familiar with the concept and definition of ‘consent,’ they were unaware of the resources available to survivors of sexual misconduct and to those accused of sexual misconduct.”

- Husch Blackwell Title IX Review, Phase 2 Report

RESULTING CHANGES

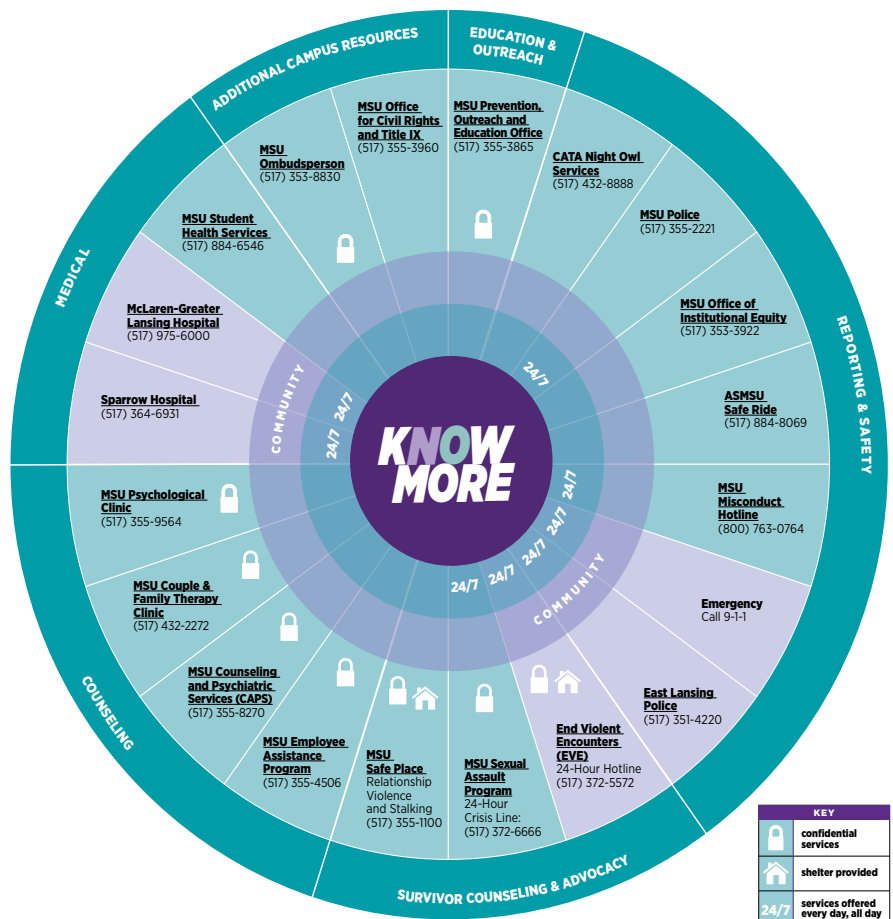
KNOW MORE Campaign Created by the MSU Office for Civil Rights

The *KNOW MORE* campaign was created by the Office for Civil Rights and Title IX Education and Compliance, in collaboration with the RVSM Workgroup, to raise awareness on:

- how to help prevent relationship violence, stalking and sexual misconduct
- how to help support those who are affected by RVSM
- where students, faculty and staff can go for resources, support services and to report RVSM

[click to download full interactive poster](#)

The *KNOW MORE* poster has been distributed widely across campus and is available for download on the Office for Civil Rights’ website. The campaign has been promoted through media interviews, articles in Inside MSU, and the Office for Civil Rights’ [@KnowMoreMSU](#) Twitter handle.



KEY	
	confidential services
	shelter provided
	services offered every day, all day

RVSM WORKGROUP RESPONSE

3. EDUCATING THE MSU COMMUNITY

WHAT WE HEARD

From the MSU community: Workgroup meetings with students, staff and faculty repeatedly identified a need to conduct a survey to obtain more and richer data from across the entire campus community on the campus climate and experiences related to RVSM.

From external sources: “[A] carefully designed survey instrument could be a useful tool for quantifying current campus climate and measuring how improvements to MSU’s Title IX program impact that climate. These results could also be used . . . to drive subsequent outreach efforts and inform future awareness campaigns that may have meaningful impact for the MSU community. Further consideration should be given to the idea of including staff and faculty in such a survey.”

- Husch Blackwell Title IX Review, Phase 2 Report

RESULTING CHANGES

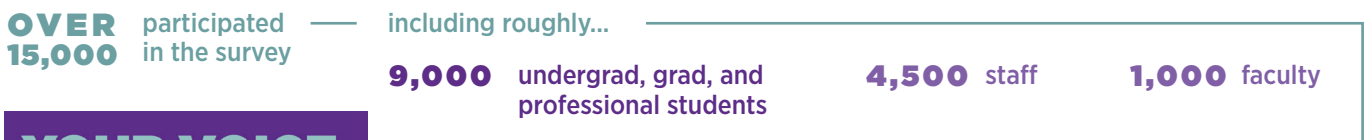
Design and Implementation of *KNOW MORE @ MSU* Campus Survey

The RVSM Workgroup determined that surveying students, as well as faculty and staff, was important to fully assess campus climate. However, established measures had not been developed for faculty and staff and needed to be tailored to fit MSU’s needs. MSU contracted an independent, non-profit research organization, RTI International, to develop and administer the survey, process the data, and report the results. RTI’s lead staff on the survey, Drs. Christopher Krebs and Christine Lindquist, previously directed the Campus Climate Survey Validation Study, funded by the U.S. Office on Violence Against Women and the U.S. Bureau of Justice Statistics.

Members of the Workgroup worked closely with RTI to develop and implement an innovative, inclusive climate survey assessing a range of topics including:

- RVSM victimization experiences and subsequent help-seeking
- Knowledge of campus/community RVSM resources
- Perceptions of campus handling of RVSM
- Campus climate for diverse students, faculty, staff
- Participation in RVSM prevention programming at/prior to MSU
- Workplace incivility (for faculty, staff)

The *KNOW MORE @ MSU* survey was fielded to all students, faculty and staff from March-May 2019



RTI is currently conducting data analysis and preparing results

- Final report anticipated to be ready during Fall 2019 and will be made publicly available on the Office for Civil Rights’ *KNOW MORE @ MSU* website
- Data from the survey will be used to help inform and shape prevention programming, policy development, and resource allocation decisions on campus

RVSM WORKGROUP

PENDING RECOMMENDATIONS & CURRENT NEEDS

THESE RECOMMENDATIONS HAVE BEEN MADE TO THE PRESIDENT'S OFFICE AND HAVE NOT YET BEEN ACTED UPON:

REVIEW AND ACT UPON THE RECOMMENDATIONS ISSUED BY PACDI-RVSM SUBCOMMITTEE

01

To improve RVSM services for survivors with disabilities, the President's Advisory Committee on Disability Issues' RVSM subcommittee has conducted an extensive review of policy and service changes needed for survivors with disabilities.

Review and assign tasks to appropriate groups for action and implementation.

CREATE A MULTICULTURAL GENDER RESOURCE CENTER

02

To support racial, ethnic, and cultural minorities; members of the LGBTQ+ communities; and other marginalized communities, we need to continue building intersectional RVSM policies and programming.

Form a diverse stakeholder planning committee tasked with designing and implementing a multicultural gender resource center.

PROMOTE CULTURE CHANGE BY CREATING A NEW MANDATORY FRESHMAN SEMINAR

03

We need to change how we welcome, orient, and support our students. A recommendation to create a mandatory freshman seminar has been put forward by at least five RVSM-focused reports, dating back to 2004 and including the recent Husch Blackwell Title IX review.

Form a committee to assess the feasibility of a new mandatory freshman seminar that would promote education and establish social norms regarding RVSM and diversity, equity, and inclusion.

ASSESS MENTAL HEALTH SUPPORT SERVICES FOR THE MSU COMMUNITY

04

RVSM is one of many problems that affects the mental health of MSU students, faculty, and staff.

Form a workgroup to assess mental health services and training on campus to ensure that we are supporting the MSU community.

CURRENT NEEDS:



SUPPORT FOR MSU SAFE PLACE

01

There has been more institutional attention on addressing sexual misconduct, yet MSU Safe Place only has three staff members to serve students, staff and faculty survivors of relationship violence. **Two additional advocacy positions, full funding for current positions, and planning support for a future facility are needed to support current demands and better serve underserved populations (e.g., intl. students).**

SUPPORT FOR THE MSU SEXUAL ASSAULT PROGRAM

02

Due to recent federal court decisions (6th circuit *Doe v. Baum*), MSU must change procedures for Title IX sexual misconduct hearings to allow cross examination. **The MSU Sexual Assault Program needs two additional advocate positions to support survivors. For parity, MSU will also need to fund parallel positions in another unit to support respondents.**

MOVING FORWARD

A RESPONSE OF INSTITUTIONAL COURAGE

WHAT IS THE SOLUTION TO INSTITUTIONAL BETRAYAL? INSTITUTIONAL COURAGE

10 STEPS TO INSTITUTIONAL COURAGE

(Dr. Jennifer Freyd, University of Oregon)

1. COMPLY WITH, AND GO BEYOND, CRIMINAL AND CIVIL RIGHTS LAWS AND REGULATIONS.

Treat compliance as a floor, not a ceiling. Laws and regulations are a starting point, but compliance alone will not ensure a safe, equitable, inclusive campus.

PROGRESS SO FAR

“The critical task remains for each of us to make an intentional commitment to listen, to reflect on our actions and the impact they have on others, and to infuse our encounters with one another with generosity, humility, and gratitude.”
– Christopher P. Long, Dean, College of Arts and Letters

MOVING FORWARD

- Create a campus code of ethics
- Articulate values and vision for the community we want to be and a culture of care that defines MSU

2. RESPOND TO VICTIM DISCLOSURES WITH EMPATHY AND SENSITIVITY.

Understand the harm of blaming the victim. Recognize that controlling or minimizing responses, even when well-intended, can exacerbate victims’ trauma.

PROGRESS SO FAR

The Graduate Employees Union (GEU) at MSU has pushed for revisiting MSU’s mandatory reporting policy for RVSM to create a more survivor-led, trauma-informed policy. The GEU has also successfully advocated for increased training for graduate employees on responding sensitively to disclosures of RVSM.

MOVING FORWARD

- Require training for all MSU employees on responding to RVSM disclosures and how to connect survivors to services

3. LISTEN, ENGAGE IN ACCOUNTABILITY, AND APOLOGIZE.

Create spaces for members of the community to talk about harms they have experienced, accept responsibility for mistakes, and apologize when appropriate.

PROGRESS SO FAR

“On behalf of this university I love, as acting president and an executive officer... I realize the need to formally apologize and to effectively atone. To each of you and to the survivor community, I am sorry you were subjected to the pain and humiliation of sexual assault by somebody you should have been able to trust. We failed to comprehend and acknowledge your injuries at the time. We were too slow to grasp the scope and enormity of the offense you endured. And we failed to treat you with the respect and care you deserved even as we sought to make amends.”
– MSU Acting President Satish Udpa to survivors at the MSU Board of Trustees meeting, 2/15/2019

MOVING FORWARD

- Listen to survivors’ concerns
- Open lines of communication between the President’s Office and survivors and their allies

MOVING FORWARD

A RESPONSE OF INSTITUTIONAL COURAGE



4. SHOW APPRECIATION FOR THOSE WHO RAISE DIFFICULT TRUTHS.

It takes tremendous courage to speak out about abuse and trauma, and it is only when problems become known that actions can be taken to address them.

PROGRESS SO FAR

"This innovative exhibition is co-curated by Sister Survivors and their allies, reflecting on the vast crisis of sexual violence centered on the MSU campus in recent years. Inspired by hundreds of teal bows and ribbon tied in early 2018 around campus trees as tributes to the survivors, the exhibit chronicles the continuing struggle by the survivors to call public attention to sexual violence and to promote dignity, healing, and positive transformation locally and globally."
– MSU Museum Exhibit, "Finding our Voice: Sister Survivors Speak"

MOVING FORWARD

- Create opportunities for survivors to provide ongoing feedback and suggestions through survivor advisory groups and membership on standing MSU committees

5. EVALUATE WHETHER THE INSTITUTION MAY BE CAUSING HARM.

Ongoing, authentic efforts at self-assessment can help institutions determine when they may be overlooking harm or fostering institutional betrayal.

PROGRESS SO FAR

The Sexual Violence Advisory Committee conducts focus groups annually with various student populations as part of MSU's 2015 Continuing Resolution Agreement with the U.S. Department of Education's Office for Civil Rights. An annual report of recommendations has been given to the MSU President and Associate Vice President for Civil Rights & Title IX.

MOVING FORWARD

- Support independent investigations of MSU's handling of the Nassar case
- Initiate a comprehensive review academic HR procedures for faculty and staff sexual misconduct

6. CONDUCT ANONYMOUS SURVEYS.

Rigorous surveys of the campus climate and individuals' experiences can help institutions understand the scope of the issue. Institutions can demonstrate transparency by sharing the results openly.

PROGRESS SO FAR

MSU contracted with a respected external research firm to conduct the Know More @ MSU Campus Survey, and has pledged to publicly release the findings when they are available in Fall 2019.

MOVING FORWARD

- Develop an action plan based on the Know More @ MSU survey results and share that plan and metrics to achieving those goals with the MSU community
- Institute regular administrations of campus-wide climate surveys

MOVING FORWARD

A RESPONSE OF INSTITUTIONAL COURAGE

7. EDUCATE INSTITUTIONAL LEADERS ON TRAUMA AND DISCRIMINATION.

Draw on the expertise of the university's scholars and practitioners to learn about RVSM and institutional betrayal. Engage in evidence- and practice-based policy-making on RVSM issues.

PROGRESS SO FAR

The newly-formed Prevention, Outreach and Education Department has been working to provide education for faculty, staff, and administrators. The RVSM Workgroup also provided training on trauma and gender-based violence for the Presidential Search Committee in Fall 2018.

MOVING FORWARD

- Require senior administrators and Board members to complete comprehensive training on RVSM and related university policies
- Partner with the Faculty Senate to develop strategies for increased faculty engagement

8. PRACTICE TRANSPARENCY.

Be transparent about and seek input on policies, procedures, and aggregated data (while maintaining the privacy of individuals).

PROGRESS SO FAR

MSU leaders have promised to publicly release the results of the Know More @ MSU Campus Survey - an example of transparency that still respects the privacy of individuals. Campus stakeholders and members of the community continue to call for increased transparency moving forward.

MOVING FORWARD

- Improve internal communication to inform MSU community of RVSM-related changes in programs, policies, and services
- Develop parallel external communications plan

9. COMMIT YOUR INSTITUTION TO BEING PART OF THE SOLUTION.

Support those at your institution who are conducting research and teaching on RVSM issues, and use your institutional platform to address the problem.

PROGRESS SO FAR

MSU is extremely well-positioned to advance societal knowledge on sexual violence and other forms of trauma by supporting groups such as the Research Consortium on Gender-Based Violence, the Center for Gender in Global Context, and other scholars on campus.

MOVING FORWARD

- Work with Deans, Directors, and Chairs to identify new initiatives in research and teaching on RVSM-related projects

10. ALLOCATE NEEDED RESOURCES TO STEPS 1 THROUGH 9.

Messages about institutional change will fall flat if they are not supported by the necessary financial and personnel resources to support that change.

PROGRESS SO FAR

RVSM-related programs and services at MSU have historically been under-resourced. It is imperative that MSU commit adequate, sustained resources to these issues in order to promote culture change.

MOVING FORWARD

- Support RVSM culture change by funding a position to oversee campus efforts
- The RVSM Workgroup is a volunteer effort, and there is a need for sustainable support

REPORT SUMMARY



Photo: Mike Mulholland | MLive

LEARN FROM AND **SUPPORT POSITIVE CHANGES** ALREADY UNDERWAY

Voices across the MSU community have expressed the need for improved policy and oversight, increased resources for services and prevention, and expanded awareness and education efforts related to RVSM. As initial responses, experts in research, policy, and service provision guided the creation of the Office for Civil Rights and Title IX Education and Compliance; Prevention, Outreach, and Education Department; Campus Sexual Assault Response Team; MSU Sexual Assault Nurse Examiner Program; and improvements within the Sexual Assault Program. The KNOW MORE campaign and the KNOW MORE @ MSU Campus Survey were also launched not only to support education and informed decision making, but also to provide a platform for continuous learning.



Photo: Annie Barker | The State News

ACKNOWLEDGE THERE IS **STILL WORK TO BE DONE AND COMMIT** TIME, EFFORT, AND RESOURCES

One of the most important change efforts has been that of listening and learning as an institution. We need to take an intersectional approach to addressing relationship violence and sexual misconduct so the needs of all of our diverse communities are served. We must create a trauma-informed culture so all campus programs are truly helpful to these diverse communities. We must support relationship violence and stalking services, in addition to all that has been developed to address sexual misconduct. It is not only RVSM survivors who feel a sense of institutional betrayal, and many underserved groups feel further marginalized and silenced in the wake of the time and resources that have been devoted to RVSM concerns. The issues at hand are complex and will require a long-term and multi-faceted approach to problem solving, coupled with dedicated, sustained supports for implementing solutions.



Photo: Mike Mulholland | MLive

HEAL FROM INSTITUTIONAL TRAUMA, EXERCISE INSTITUTIONAL COURAGE, AND **EMBRACE CULTURE CHANGE**

The road ahead requires not only changes to policies and programs - it also requires reflection, honesty, transparency, empathy, and courage. Improving services, complying with regulations, and employing resources are only the foundation as we continue to listen, accept accountability, and respond with ongoing action. We must embrace difficult truths coming to light and accept these as opportunities to examine our weaknesses, learn, share, engage, make change, and as a result, heal as a community.

Our community has been in a crisis-response mode for a long time, and as an institution we must move toward large-scale, sustainable culture change and long-term solutions. To support this, we need to continue to maintain an advisory body composed of RVSM experts who engage perspectives across MSU's diverse constituency, and who are engaged regularly and continuously by the President. It will require a coordinated effort in all of the areas mentioned in this report, and across the campus community, to initiate and to continue to move the needle toward the culture change we need.