

March 4, 2020

Dear Shannon, Grace, Madeline, and members of wecanDUBetter,

Since mid-January when you publicly challenged DU to do better, I have been reflecting on the many ways we can and, in fact, must do so. Since we sat down together this past month, I have been thinking a great deal about the painful stories you shared and how deeply saddened and disturbed I am that DU has let survivors down. You showed us some truths about ourselves that are very much at odds with who we want to be. I am determined and fully committed—as are senior leaders across campus—to making changes so that we can better support survivors and create a healthier, safer and more positive culture for all students.

Today, and following our Feb. 22 meeting, I want to share with you the revised version of our most immediate steps to meet the goals we've set for ourselves and uphold our pledge to continue meeting those goals through the end of this academic year and into the future. This draft includes action steps that demonstrate how we are immediately addressing your recommendations, what we aim to accomplish by the end of the winter quarter and, next, by the beginning of the fall quarter. Many of the academic divisions are also actively working on their own unit-specific action plans.

I have appreciated your feedback and your willingness to continue to work with us as we strengthen, refine, and improve our response to gender violence and sexual assault. Please know that I consider this vital and ongoing work. As we implement these steps, I want to ensure that the result is a campus environment focused on creating, maintaining, and enforcing a culture of safety and respect.

I want to thank you for what you have done for this university and all of the students, faculty, and administrators in it. We are listening and taking action, and we will continue our partnership as we improve our campus culture together.

Sincerely,

Jeremy Haefner
Chancellor

Already underway or imminent

PREVENTION/EDUCATION/TRAINING

- We have implemented trauma-informed training for administrators. On January 30, 2020, University Council, a group of over 60 academic and non-academic leaders across the University, participated in a training titled, *The Persistent Problem with Sexual Assault on College Campuses*. This training provided a comprehensive background on interpersonal violence on college and university campuses including issues of intersectionality, information on the impacts of trauma, and information on responding to survivors. The training was provided by an external subject-matter expert in sexual assault and domestic violence, Anne Munch.
- A group of vice chancellors including Corinne Lengsfeld, Leslie Brunelli, Laura Maresca, and Lili Rodriguez is charged with making recommendations on incorporating university-wide training and development in this area, including:
 1. Require EverFi online training for all existing and incoming faculty and staff. The EverFi modules cover key issues such as identifying and responding to different types of sexual misconduct committed against students; harassment and discrimination prevention; microaggressions, and equity and inclusion.
 2. Divisions and positions that have frequent interaction and engagement with students will require more concentrated and frequent trainings. These include Campus Safety, HCC, CAPE, Health Educators, EOIX, HRIC, resident directors, ombudsperson, and recreation/the Ritchie Center. For these areas, more detailed trauma-informed training will be necessary, at least annually.
- Despite any budget cuts that may occur, the chancellor has promised that funding for gender violence and prevention programs will not be reduced or cut.
- In addition to Risk 101, which all fraternity and sorority life (FSL) communities participate in, Greek leaders, in partnership with CAPE and Gender Violence and Prevention Education, will host chapter-specific gender violence and community empowerment programs. These focused programs will incorporate conversations around alcohol and consent, intervening when there is egregious or inappropriate behavior within chapters, supporting survivors, and sharing stories.
- The FSL staff is currently holding sessions with community members to update policies and procedures to include social event registration and potential use of scanners for such events. All new policies and procedures must undergo significant legal and peer review, so these initiatives may take some time to fully implement.
- FSL staff will partner with the Multicultural Greek Council, Inter-Fraternity Council, and Panhellenic Council leadership to build skills centered on culture change and shared responsibility for their communities. Campus experts in prevention and education will support students in this work.

- The chancellor will personally meet with student leaders to discuss this issue and to convey the urgency by which we all need to change the culture of DU. He will relay the university's support of fraternities and sororities who lean into this change.
- Interim Provost Lengsfeld and the Faculty Senate hosted a conversation on Feb. 21 on how DU might better support survivors of sexual assault (*Creating a Culture of Care: Working Together to Fight Gender-Based Violence*). The panel heard student concerns and discussed current research, best practices, and strategies for improving communication, training, and access to resources campus wide. Panelists included: Apryl Alexander (GSPP faculty, director of Denver Forensic Institute for Research, Service, and Training), Kathryn Barrs (GSPP faculty, director of The Sturm Center for Military Psychology), Kayla Rodriguez (HCC coordinator for CAPE services), and Grace Wankelman (USG representative to the Korbel School).

POLICY REVIEW/PROCEDURES/PERSONNEL

- As of Feb. 10, the Office of Equal Opportunity and Title IX (EOIX) now reports directly to the chancellor.
- The University will thoroughly review the institution's written policies and practices. A third-party review by Joshua Richards from Saul Ewing Arnstein & Lehr LLP (a highly regarded, independent expert in Title IX) is scheduled to begin next week. The comprehensive review will consider both current DU policies and practices and the new Title IX regulations that will go into effect this summer. This audit will be made publicly available.
- The University will work with Blue Bench Board, or another firm or individual with specific expertise in survivor support, to ensure our policies and practices are appropriately informed by survivors' experiences.
- We will make all campus climate survey statistics publicly available, distinguishing between undergraduate and graduate students in the results.
- We will make EOIX statistics available to students, including how many incidents are investigated and how many result in responsible/not responsible findings.
- We will make the rubric used by the Outcome Committee during Title IX decisions publicly available.

CAMPUS SAFETY/SECURITY

- The director of campus safety job description is now revised to include a strong preference for candidates with expertise in trauma-informed approaches to gender-based violence. This expertise will be required once they arrive on campus.
- We will explore the possibility of having a Campus Safety officer specifically tasked with supporting survivors and interacting with them in a trauma-informed manner. This officer's background would be in social work or a similar field. This position should involve student input.
- Students should be involved in the input for the next director of campus safety.

- The department of Campus Safety is scheduling training with Anne Munch, which will take place prior to the end of the academic year. The training is designed to help inform the work of Campus Safety in conducting fair, equitable, and trauma-informed approaches to reports of gender-based violence. The training will focus on critical issues inherent in sexual assault investigations and will include topics such as documenting consent and non-consent and the role of trauma.

As part of this training, Campus Safety officers will participate in workshops designed to provide practical application and hands-on practice. This will include responding to reports of interpersonal violence (whether through dispatch calls or in-person reports), conducting trauma-informed interviews, and documenting findings. Campus Safety also commits to annual training as part of its professional development work. This will ensure new personnel are trained and also establishes a sustained commitment to this work.

- Of our existing patrol officer force of 22 officers, two are women (including a new hire who is currently in training) and five are people of color (three identifying as Black and two as LatinX). The force currently has one vacancy. We commit to making it a priority to fill additional vacancies with qualified women and of-color officers that more accurately reflect our community. The hire date for the next open position is anticipated to take place in early April.
- We checked all of the lights, blue lights, and phones on-campus. The e-phone lights were checked the week of Feb. 24. All lights and phones not working have been removed and replaced or have an active work order in place. Going forward, we will conduct monthly audits of lighting and phones.
- EOIX worked with Campus Safety to ensure emergency lights/phones are ADA accessible.
- Campus Safety added more foot patrols on pathways heavily used by students—particularly the Gardens, Carnegie and Driscoll Green areas.
- We convened a public safety advisory committee group comprised of students, faculty, staff, and campus safety officers.
- New Campus Safety employees already receive diversity and inclusion training as part of the onboarding process. This occurs in the first two weeks of hire with annual updates thereafter.
- We will continue to collect data on race/ethnicity with every report and field contact card that officers complete. A bias-based policing report is completed annually.

By the end of winter quarter

PREVENTION/EDUCATION/TRAINING

- We will engage faculty and staff experts and professional organizations such as RAINN to apply best practices to awareness and education for prevention and response to sexual assault.
- We will upgrade and expand trauma-informed training programs for faculty, staff, and students.
- We will revise the Office of Equal Opportunity and Title IX website to make information on how to file a report easier to find and understand.
- We will create a user-friendly one-pager to make reporting options easy to understand.
- We will provide clarity on how victims can access support anonymously.
- Faculty will be better informed on how to support students and help them navigate to the appropriate offices to receive academic support or accommodations after suffering traumas from gender-based violence or sexual assault.
- We will identify faculty experts across multiple disciplines and schools to help with on-campus conversations. Already, Dr. Anne DePrince, Dr. Sarah Hurtado, Dr. Katy Barrs, Dr. Apryl Alexander, Dr. Rohini Gupta, and Dr. Jessica Bartley have each been identified as experts in this area. On the topic of positive masculinity, Dr. Brian Gearity, Dr. Arthur Poczwardowski, and Dr. Neil Gowensmith have each been recommended.
- We will revamp orientation programming to extend well beyond the welcome week into the first quarter, and we will work to make the group conversations smaller in scale to encourage more meaningful dialogue.
- We will create an improved annual campaign for Red Zone awareness training at the beginning of each academic year.
- Students have already begun to work with all fraternities and sororities on a Memorandum of Understanding, which sets clear expectations, incentives, and disincentives. FSL will follow through and fully execute this work.
- We will create a core team of campus partners that can inform our awareness, prevention, and response initiatives. This team will ultimately apply for a community-coordinated response team grant at the end of 2020.

CAMPUS SAFETY/SECURITY

- We will benchmark the University's structure and training against other institutions.
- We will consider working with someone like Dr. Shannon Collins from CU Denver to help in this area.
- In consultation with the Center for World Languages and Cultures and International Student and Scholar Services, Campus Safety and EOIX will develop gender-based violence resource cards in different languages.

- We will encourage EMS students to work with Campus Safety in an internship capacity to provide safe rides home via golf carts.
- A campus-wide lighting study has been commissioned.

By the beginning of fall quarter 2020

PREVENTION/EDUCATION/TRAINING

- We will provide four years of gender-based violence education for all undergraduate students.
- We will make intervention training mandatory for both undergraduate and graduate students.
- We will develop an institution-wide dialogue, as well as initiatives, around healthy masculinity that specifically partners with student-athletes and fraternity and sorority leaders, among others. We will solicit student input on the marketing for these programs to help them best resonate with the community.
- We will provide resources to develop and facilitate a masculine identity student organization dedicated to combating gender-based violence and to educating students in predominantly masculine spaces about the seriousness of the issue and ways to prevent it.
- We will develop training on multicultural competency to enhance the trauma-informed response to gender-based violence against marginalized persons such as persons of color, undocumented persons, persons with a disability, and the LGBTIQ population.

POLICY REVIEW/PROCEDURES/PERSONNEL

- In the context of the comprehensive policy review, we commit to investigating sexual and gender-based violence fully and fairly and to holding respondents accountable for their actions.
- We will develop materials to educate the campus community on the investigative process, as well as actively work to reduce the amount of time it takes to complete a case.
- We will improve the timeliness of keeping complainants up to date on the investigative process, and we will consider automated updates for all parties.
- We will provide annual training on investigative best practices for administrators working on EOIX complaints.
- We will ensure investigations are conducted impartially, protecting the rights of all parties.
- We will develop and publish a discipline rubric that outlines the type, severity, and level of violation.
- We will develop training and capacity to provide a meaningful alternative resolution process. We will consider working with our law school students.
- We will enhance training for Outcome Council members on deliberations for violations in EOIX complaints.

- We will engage in a collaborative policy review process with faculty, staff, and student involvement to provide feedback to policy changes that may be required by the impending Department of Education Title IX regulations. Create an advisory committee with representatives from CLIE, CAPE, GPVE, Campus Safety, faculty, and student representatives. This advisory committee will also provide feedback and recommendations on future proposed amendments to the University's Title IX procedures.
- We will develop and implement a communication and education plan for the rollout of the new Title IX regulations.
- We will publicize and communicate changes to the EOIX policy prior to implementation.
- We will create an annual campus climate survey to be conducted by EOIX on other identity-based discrimination and violence.
- We will provide bi-annual updates on Title IX complaints and outcomes.
- We will provide additional resources to CAPE and Prevention and Education and commit for the long-term, not just a year or two. This will be benchmarked against similarly sized institutions to see what FTEs may be needed to provide quick and full responses to students.

CAMPUS SAFETY/SECURITY

- We commit to lighting areas around the Burwell Center for Career Achievement, Dimond Family Residential Village, and Community Commons. In addition, because of location and design, all areas near the new buildings will be well lit due to the reflection and transparency of the glass.