Title IX
Strategic Planning

Report of the
Campus Climate
Work Group

December 2018
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Introduction and summary of recommendations

In early 2018, as part of an ongoing strategic planning process, the University of Washington's Title IX Steering Committee selected three priorities to advance the institution's Title IX mission and vision: education and outreach, campus climate, and employee responsibilities. Work groups – comprised of students, staff, and faculty and other academic personnel from the three UW campuses – were tasked with furthering these priorities. Each work group was provided with a detailed charge statement, and asked to submit recommendations and a report to the steering committee.

The three groups met regularly from April through November of 2018, and surveyed relevant practices at UW and other institutions, reviewed relevant literature and regulatory guidance, and sought input from a variety of stakeholders.

The following recommendations, prepared by the Campus Climate Work Group in response to its charge, are aimed at better assessment and monitoring of the University's campus climate, improved dissemination of survey data and information to members of the UW community, and creation of action plans designed to support and sustain a climate where sexual violence, sexual harassment and other sexual misconduct are not tolerated. See Appendix A: Campus Climate Work Group charge statement.

**Recommendation 1: Conduct regular campus climate surveys of students and employees on sexual violence, sexual harassment and other sexual misconduct**
Conduct regular campus climate surveys of students and employees, on a fixed cycle, to be implemented through an ongoing allocation of budgetary and human resources.

**Recommendation 2: Centralize administration of campus climate surveys**
Centralize UW's approach to development, administration, and dissemination of findings from campus climate surveys on sexual violence, sexual harassment and other sexual misconduct.

**Recommendation 3: Establish a standing committee to assess and respond to survey results**
Establish a standing committee to review survey results, create post-survey action plans, coordinate University communication efforts, and facilitate assessment of University policies, training and education, and University and campus support services.

**Recommendation 4: Utilize the ARC3 survey instrument for assessing UW's campus climate**
Utilize the Administrator-Researcher Campus Climate Collaborative (ARC3) instrument for campus climate surveys of students and employees.
Background, current state and context

Starting in 2013, campus climate surveys became a standard requirement of resolution agreements between the Department of Justice’s Office for Civil Rights and institutions investigated for violations of Title IX – the federal law that prohibits sex discrimination in education programs or activities receiving federal financial assistance. In April 2014, the White House unveiled new guidelines and policy recommendations to address sexual assault on campus; these included a directive on conducting anonymous campus climate surveys. "I challenge every college and university, if they are really serious about protecting students, to conduct anonymous surveys," Vice President Joseph Biden said at the time. "They have a moral responsibility to know what is happening on their campus."¹ This sentiment is echoed by the 2018 National Academies of Sciences, Engineering and Medicine report on sexual harassment of women, which recommended that institutions should “be accountable for the climate within their organization,” and that “[c]onducting regular assessments and releasing the results publicly can also have the effect of demonstrating the organization’s commitment to monitoring and addressing the problem of sexual harassment – a factor in creating a climate that does not tolerate sexual harassment.”² The main purpose of surveys is “to generate valid campus-specific data that schools can use to develop targeted and effective prevention and response efforts.”³

In the last five years, a multitude of campus climate survey tools were released – including those created by the Obama White House, Department of Justice, Association of American Universities/Westat, and numerous universities including Michigan, Kentucky, Rutgers, and Georgia State. These surveys have been adopted by hundreds of institutions across the U.S.

The University of Washington first surveyed students on the Seattle campus in Spring 2011, in a joint collaboration between ASUW's Committee Organizing Rape Education (CORE) and the Division of Student Life's Health & Wellness unit. The initial survey provided the University with a view into students’ experiences of sexual assault and relationship violence, and their understanding of campus policies, programs, and services. Results from this campus climate survey helped prioritize training and education for students as a part of new student orientation.

The next UW campus climate survey, in 2014, was supported by funding associated with the President’s Task Force on Sexual Violence Prevention, and was conducted by Health &


Wellness. The survey sought to produce a better understanding of the Seattle campus climate, and to assess relevant incidents, knowledge, attitudes and responses to sexual harassment, sexual misconduct, relationship and dating violence, and stalking. Survey results were used to help inform prevention and education efforts on the three UW campuses, including work dedicated to raising awareness of campus resources and services.

The most recent survey was conducted in the spring of 2016, and for the first time it was administered to students on all three UW campuses. A Campus Climate Survey Committee was formed to oversee and administer the survey; the committee included staff, and faculty and other academic personnel from all three campuses, and was again led by Health & Wellness. The survey was supported by funding associated with the President’s Task Force on Sexual Assault Prevention and Response. The survey assessed students’ attitudes and beliefs about interpersonal violence, campus response and reporting processes, bystander behaviors, as well as the extent and nature of sexual misconduct among UW students, including perpetrator behaviors.

While campus climate surveys of students have become increasingly common, as described here, surveys of employees – who are also included in Title IX’s broad mandate on discrimination – are relatively rare. In June 2016, the U.S. Equal Employment Opportunity Commission’s Select Task Force on the Study of Harassment in the Workplace issued a report, with the EEOC commissioners declaring their wish to “reboot workplace harassment prevention efforts,” due to the “striking” number of complaints the agency receives. The report includes a checklist for employers seeking to create “a holistic harassment prevention program [and] establish a culture of respect in which harassment is not tolerated.” The checklist is designed to help an organization’s leaders assess whether the components of such a culture are in place – among the components: “[t]he organization conducts climate surveys on a regular basis to assess the extent to which harassment is experienced as a problem in the workplace.”

Concern about sexual harassment on the campuses of Washington State’s colleges and universities resulted in 2015 legislation mandating that institutions of higher education conduct a one-time campus climate assessment with regard to student and employee attitudes and awareness of campus sexual violence issues. Substitute Senate Bill 5518 required that institutions: 1) perform an assessment of their campus climate for the purposes of gauging the prevalence of sexual assault, domestic violence, dating violence, and stalking; 2) evaluate attitudes and awareness of issues relating to sexual violence on campus; and, 3) utilize findings to suggest action needed to address and prevent sexual violence, leading to the development of a statewide public awareness campaign.

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To better understand the national context for campus climate surveys of students and employees, the work group conducted an informal survey of fourteen peer institutions and found that only two had surveyed employees (as part of broad campus climate assessments) with regard to Title IX-related issues (the universities of Florida and Kansas), with an additional two planning to do so in the next several years. The University of Florida reported the results of its survey in June 2016, and later announced three focus areas – inclusiveness, professional advancement, and respect – along with eight action items.\(^6\) The University of Kansas conducted its most recent survey in Summer 2016, and after reporting comprehensive results to the university community in Spring 2017 is now developing strategic action steps. KU has made extensive information available to the community, including information targeted to faculty and staff.\(^7\)

**Detailed recommendations**

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**Recommendation 1: Conduct regular campus climate surveys of students and employees on sexual violence, sexual harassment and other sexual misconduct**

Conduct regular campus climate surveys of students and employees. The work group recommends that students be surveyed on two or three year cycles, and that employees be surveyed on three or four year cycles.

The work group also recommends that a strategic plan for large-scale surveys of the UW campus community be created, to ensure efficiency and effectiveness of such surveys. This plan should encompass surveys on sexual violence, sexual harassment and other sexual misconduct, as well as surveys on diversity, inclusion and other topics related to campus climate. The plan would help develop a better understanding of the human and budgetary resources necessary for climate surveys, and produce coordinated assessments of the UW's campus climate that encourage participation by students and employees and minimizes survey fatigue.

Given the lack of precedent and models for employee surveys, the work group supports inclusion of campus climate survey questions about sexual violence into an existing or forthcoming climate survey – like the proposed campus-wide equity and inclusion survey now being developed by the Office of Minority Affairs & Diversity – as an alternate to a separate faculty and staff survey. If separate surveys of employees are conducted, the work group recommends using an instrument that allows for customization to fit the needs of colleges/schools/departments.

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\(^7\) [https://climatestudy.ku.edu/](https://climatestudy.ku.edu/)
**Recommendation 2: Centralize administration of campus climate surveys**

Centralize UW’s approach to development, administration, and dissemination of findings from campus climate surveys on sexual violence, sexual harassment and other sexual misconduct.

A dedicated group of UW subject matter experts (faculty and other academic personnel, administrators, practitioners, and advocates) has mobilized to address the prevalence and impact of sexual assault, domestic and intimate partner violence, sexual harassment, and stalking – and to administer surveys and analyze their results – over the last ten years. While these efforts have been successful in producing a better understanding of the University’s campus climate, they have received limited funding and depended largely on ad hoc administrative support. Thus, the work group recommends a systematic and institutionalized approach to conducting campus climate surveys, including the development, implementation, analysis, and dissemination of findings to the campus communities surveyed, accompanied by ongoing budgetary and administrative support. In the era of #MeToo and Time’s Up, the University should make a sustained and substantial commitment to conduct campus climate surveys as an element of its comprehensive approach to preventing and addressing sexual violence, sexual harassment, and other sexual misconduct.

A permanent tri-campus working group of subject matter experts should be established by University leadership to collaborate, facilitate and share the responsibilities associated with regular administration of campus climate surveys of students and employees. Recommended membership in this group is as follows:

- Division of Student Life (Seattle)
- Undergraduate Academic Affairs (Seattle)/Division of Student Affairs (Bothell)/Division of Student Affairs & Enrollment Services (Tacoma)
- Graduate School
- UW Human Resources
- Academic Human Resources
- UW-IT
- Office of Educational Assessment
- Office of Minority Affairs & Diversity
- UW Compliance and Risk Services
- Faculty Senate
- Relevant units of UW Medicine
- Student government entities on the three campuses
- Graduate & Professional Student Senate (GPSS)

Other groups to be considered for membership, or identified as key stakeholders, include the Office of Fraternity & Sorority Life, School of Medicine, Intercollegiate Athletics, and labor unions.
This group and its work should be directed by an official charge from University leadership, meet regularly, and produce an annual report on its activities accompanied by best practice recommendations. The group could also be comprised of two sub-groups, one focusing on students and the other on employees; the two groups would be tasked to coordinate with one another.

**Recommendation 3: Establish a standing committee to assess and respond to survey results**

Establish a standing committee to review survey results, create and implement post-survey action plans, and assist with coordination of campus communication efforts. The committee may also support the work of key stakeholders who facilitate assessment of campus policies, training and education efforts, and campus support services.

The composition of the committee should reflect diverse tri-campus constituencies and include, among others: subject matter experts on campus violence; health and wellness professionals; faculty and other academic personnel with relevant research expertise; and, students. The subcommittee will be able to use climate survey data to help inform continuous improvement of University services and resources, and messaging and communication directed at UW campus communities.

**Recommendation 4: Utilize the ARC3 survey instrument for assessing UW's campus climate**

Utilize the Administrator-Researcher Campus Climate Collaborative (ARC3) instrument for campus climate surveys of students and employees on sexual violence, sexual harassment, and other sexual misconduct.

The Committee recommends that the ARC3 survey instrument, most recently employed for the 2016 survey, be used for future surveys. The ARC3 survey was developed by the Administrator-Researcher Campus Climate Collaborative – which includes student and legal affairs professionals, campus advocates, students, campus law enforcement, and sexual assault and harassment researchers – and is housed at Georgia State University. ARC3 is an evidence-based, peer-reviewed assessment tool attuned to the unique dynamics and contexts of sexual violence, sexual harassment, and other sexual misconduct on college and university campuses. It also addresses intersectionality (i.e., the way in which multiple sources of oppression disadvantage or impact an individual, including race and ethnicity, class, gender identity or sexual orientation, immigration status, etc.), and relevant risk factors. In addition, the ARC3 tool includes important content on victimization and perpetration.
Since the inception of the ARC3 survey in 2015, the instrument has been utilized by more than 150 colleges and universities, including the University of Texas System and the Pennsylvania State System of Higher Education.

**Key considerations**

The work group believes the following points should be considered by the Title IX Steering Committee and, as applicable, by any group charged with implementing these recommendations:

- Comprehensive engagement with the three UW campus communities is essential. Outreach and communication at Bothell and Tacoma regarding survey participation, survey results and resulting action plans will be especially important. Consider use of a “local ambassador” program to promote participation and engagement.
- Earning the trust and confidence of the UW community, and spreading the message that the University is invested in a positive campus climate, are critical and will help drive up participation rates for campus climate surveys.
- Communicating survey results, and resulting action plans, will be important to ongoing survey efforts.
- Regular messages from the University’s executive leadership, extending to deans, chairs, department and unit leaders, and supervisors will be a key part of ongoing efforts aimed at reducing sexual violence, sexual harassment, and other sexual misconduct on UW campuses.
- Micro-climate surveys – of individual colleges, schools, departments and programs – will be essential to engaging the multitude of UW constituencies, and to producing relevant data and information capable of identifying units in need of focused training and education. Developing “best practice” questions or topic areas will be necessary for the success of such surveys.
- Use of focus groups is a best practice for understanding survey results in greater depth, and examining the sentiments behind quantitative data. In particular, focus groups can ensure that a diverse group of perspectives is gathered during assessments, and that underrepresented, intersectional and marginalized individuals and groups have the opportunity to voice their experiences.

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Cost considerations

The University will need to explore the financial and budgetary implications of the recommendations articulated here. These include: costs associated with the development and maintenance of a robust campus climate survey instrument; survey administration by a University unit/office or third-party contactor; environmental scanning; analysis of survey findings, and development and launch of resulting action plans.
Summary Statement

Regularized assessment of campus climate as it pertains to sexual violence, sexual harassment, and other sexual misconduct is essential in tracking trends, identifying opportunities to impact change, and determining priorities in the University’s prevention and response efforts.

Charge Statement

The Campus Climate work group is charged with developing recommendations to the Title IX Steering Committee that will lead to a coordinated and regularized climate survey of all students, staff, faculty, and other academic personnel at all UW campuses. The recommendations should include lessons learned from the administration of other UW surveys, be responsive to federal and/or state compliance requirements and specifically address:

1. Scope. Propose a definition, in broad strokes, of campus climate as it relates to sexual violence, sexual harassment, and other sexual misconduct. In other words, what does UW want to assess?
2. Design.
   • Should the employee and student surveys be similar?
   • Should there be micro-surveys (e.g. professional schools, grad students, residential students, STEM majors, etc.)?
   • Who should be consulted in designing the survey(s)?
3. Distribution.
   • How frequently should the survey/assessments occur?
   • What should be considered when determining distribution and collection of responses?
   • Who should analyze survey results and how should the results be communicated to the larger University community?
4. Implementation.
   • What UW students, staff, faculty or other academic personnel (from all UW sites) have experience and expertise to contribute to this initiative?
   • What costs can the University anticipate? How can UW best leverage its current expertise and resources to keep overhead expenses reasonable?
   • What other issues should the Steering Committee take into consideration?

Process and Timeline

Meeting times and frequency will be determined by the work group. Assistance with scheduling is available from Compliance Services if requested.

The work group is asked to identify and consult with key stakeholder groups—including students—and consider a range of perspectives and approaches as identified in best-practice literature and peer institutions. The work group will be asked to share updates with the Title IX Working Committee at one or more of the Working Committee’s monthly meetings.

A written report to the Title IX Steering Committee is requested by November 15, 2018 with an update (verbal report) provided at the August 18, 2018 Steering Committee meeting.

The Title IX Steering Committee will review the work group report, consider the proposals, approve or make recommendations for approval, and identify appropriate next steps, including the charging of implementation teams if/as appropriate.

Work Group Membership

Chairs: Shannon Bailie, Director of Health & Wellness (Seattle)
        Erin Rice, Assistant Vice President, Human Resources (Tri-Campus)

Members: Victoria Adams, Victim Advocate (UWPD/Tri-Campus)
         Erin Casey, Associate Professor, Social Work and Criminal Justice (Tacoma)
         Kelly Edwards, Associate Dean for the Graduate School (Tri-Campus)
         Kathleen Farrell, Associate Vice Chancellor for Student Services & Administration (Tacoma)
         Elizabeth Lewis, Director of Community Standards and Student Conduct (Seattle)
         Miguel Macias, Director of the Diversity Center (Bothell)
         Sophia Orlando, undergraduate student and Peer Health Educator (Seattle)
         Sunday Stanley, Human Resource Consultant, Academic Human Resources (Seattle)

Staff Support: Joel Tobin, UW Compliance Services

Steering Committee Liaison: Valery Richardson, Interim Title IX Coordinator

Consultation: Elizabeth Umphress, Associate Professor of Management (Seattle)
             Lauren Lichte, Assistant Professor of Interdisciplinary Arts & Sciences (Bothell)
             Rachel Gerstenfeld, undergraduate student and UW Green Dot Program Coordinator (Seattle)