

PHASE 1: FY21 RECOMMENDED ACTIONS BY SHTF STEERING COMMITTEE

SUMMARY OF SHTF RECOMMENDATIONS	JUSTIFICATION	Actions Proposed by SHTF Steering Committee for Executive Cabinet Consideration
<p><b>1. Establish Permanent Council on Gendered Violence, Harassment and Discrimination</b></p>	<p>Council should: (1) monitor and assess the implementation of the TF recommendations, identify and address additional needs or challenges, and help maintain communication with the broader campus community; and (2) be comprised of volunteers who should include representatives from each campus union, one member of each TF subcommittee, and other community members/experts who have not yet had an opportunity to participate. (Full Task Force)</p>	<p>In a campus message to the community on June 20th, the Chancellor announced plans to establish a new task force (<a href="https://www.uml.edu/myuml/Submissions/2020/2020-06-12-09-15-38-Campus-Message-About-Combating-Raci.aspx">https://www.uml.edu/myuml/Submissions/2020/2020-06-12-09-15-38-Campus-Message-About-Combating-Raci.aspx</a>) in advance of plans for UML's next generation strategic planning, recognizing that issues of diversity, equity and inclusion will be central to our next generation plan, and on-going community engagement about these issues will remain in the forefront. The promotion of a culture of collective responsibility and caring can be effective taking a holistic approach given the overlap of some issues; however, the SHTF recommends that if the university establishes an umbrella Task Force on diversity, equity and inclusion, that this Task Force be comprised of two distinct subcommittees, each with a clearly defined missions, i.e., for example, gender/sexual harassment <i>and</i> diversity, equity and inclusion.</p>
<p><b>2. EOO's Physical Space and Administrative Location Within HR</b></p>	<p>Beyond resources needed, TF recommendations include a re-evaluation (with broad input from the campus community) of EOO's physical space and its administrative location within HR – specifically noting that EOO's offices should be located in a more private space, separate from HR, and a recommendation to reconsider EOO's administrative location with HR to instead give it a direct line of report to a vice chancellor, the chancellor or the provost (P&amp;P #7a-b)</p>	<p>Promotion of Clara Reynolds to Associate Vice Chancellor for EOO, Diversity &amp; Inclusion – continuing to report to Lauren Turner, Senior Associate Vice Chancellor for HR, Organizational Strategy &amp; Effectiveness, and a dotted line to Chancellor. This direct access to UML leadership will serve to elevate EOO issues and concerns to the executive level. The relocation of the EOO office is in progress subject to budgetary changes.</p>
<p><b>3. Support Best Practices for the Effective Resolution of Emerging Sexual Misconduct Matters</b></p>	<p>Invest in case management system for EOO that will allow professional staff to digitize records, run reports, review trends and verify employees' disciplinary histories (P&amp;P #1)</p>	<p>Licensed case management system (LaborSoft) and implementation nearly complete.</p>
	<p>To implement TF recommendations and the new Title IX regulations, EOO and Student Conduct will need more resources, including personnel with a legal background, investigative experience, experience with Title IX, and/or a counseling background and experience with trauma-informed care (P&amp;P #7c)</p>	<p>Executive Cabinet discuss feasible options to provide support to EOO and the Office of Conduct under the current financial situation/constraints</p>

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	<p>Commit resources to more in-person training/education opportunities, including for residential life staff and student leaders and broadly communicate the importance of training/education (C #4e)</p>	<p>Executive Cabinet discuss feasible options to provide support to EOO and the Office of Conduct under the current financial situation/constraints. Explore possibilities for more online training, webinars, and zoom meetings that still allow for some level of interaction among participants until we can meet in person again.</p>
		<p>The university would explore collaborations across campus (HR/EOO, Student Affairs, Waves and others) to virtually expand offerings of web-based training/education programs in a variety of modes such as webinars and ZOOM, Skype, and others that would enable interactive components in real-time with the facilitators. The university is also working with the other UMass campuses and the President's Office to secure a new online Sexual Harassment training. The new program provides suggestions to the participants regarding appropriate behaviors and alternatives to intervene based on the vendor's presentation. The university also would consider the feasibility of making these programs required for students, student leaders, student employees, supervisors, and other employees engaged in the review/grievance processes. Given COVID-19, no additional funds will be earmarked to support in-person training at this time.</p>
	<p>Establish an ombuds office that includes at least one confidential employee, with guidance from experts including the International Ombudsman Association (C&amp;C #2b); establishing multiple avenues for faculty, staff and students to safely and confidentially discuss and address behavior not aligned with our values – including making visible mechanisms available that are outside of HR and/or EOO (C&amp;C #2a).</p>	<p>Explore best practices for alternative options for informal dispute resolution including mediation and other programs such as restorative justice to address appropriate formal complaints when both parties agree to participate in this process.</p>
	<p>Explore partnerships with local organizations that are not mandated reporters, such as the Center for Hope and Healing, to provide additional resources and support on campus (C&amp;C #2d)</p>	<p>In collaboration, the Offices of Student Affairs/Counseling, EOO, University Police and the Center for Hope and Healing submitted an application to the U.S. Department of Justice, Office of Violence Against Women (OVW) for a FY2020 Grant to Reduce Domestic Violence, Dating Violence, Sexual Assault and Stalking on Campus Program Solicitation (<a href="http://www.justice.gov/ovw/grant-programs">www.justice.gov/ovw/grant-programs</a>). Explore further collaboration with the UMLPD to develop a partnership with the DA's office. Explore additional collaboration with the Center for Hope &amp; Healing to be a resources for staff and faculty.</p>

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<p><b>4. Promoting a Culture of Collective Responsibility and Caring</b></p>	<p>University leadership should move quickly to establish a values statement that prioritizes integrity, equity, fairness, safety, inclusivity, consistency, and transparency in all interactions among community members, making clear what behaviors are acceptable and what are not (C&amp;C #1a-c)</p>	<p>1) UMass Lowell leadership (exec cabinet) would disseminate a statement about values and that will be prominently publicized through multiple media (e.g., via the university's website at the start of fall semester, etc.) and 2) initiate a community dialogue to inform and facilitate this process.</p>
	<p>Review ongoing processes and procedures at the university-wide, departmental, and business-unit level on a regular basis to ensure that everything we do aligns with our values of equity, diversity, and a harassment-free environment. Adjust these processes and procedures as needed. (C&amp;C #4a-e). Align our practices, policies and procedures with our values and increase the university community's trust in our commitment to equity, inclusion and a safe learning and working environment through messaging, campaigns and visibility (C #3a-f)</p>	<p>Review relevant university practices to align them with our values and increase the university community's trust in our commitment to equity, inclusion and a safe learning and working environment through messaging, campaigns and visibility. this work could be done by the SHTF subcommittee on culture</p>
	<p>Commit resources to support a culture of care and accountability and make such efforts more visible (C #5a-b)</p>	<p>The university work with the academic and administrative leadership in incorporating its values and commitment to equity, inclusion and a safe learning and working environment through its communications.</p>
	<p>Establish an Ally-type program of support, with Allies embedded in departments, divisions, colleges, and business units who can share resources and answer questions in a comfortable and safe environment, so that individuals can digest the information and make informed decisions about how they want to proceed (T&amp;E 2a-e).Ensure that proper human and other resources are allocated to support prevention efforts (T&amp;E #4a-b)</p>	<p>Use existing models for networks of trained ambassadors used across the university including our student allies programs, Making WAVES, Harbormasters and exploring other best practice models at other higher education institutions. Aim is to develop a framework for the role of "ambassadors" as recommended by the Task Force and to initiate a pilot network. Convene leaders of current allies programs to work together to look at gaps, ways to coordinate, and develop action plan for ways to enhance.. e.g., student affairs, EOO/HR, WAVES, and any other groups that already sponsor ally-type activities.</p>
	<p>On-Going Assessment of Campus Climate and Operations by putting in place short-term and long-term assessments of organizational climate at the university, both as a whole and within different units and subgroups, and take action to ensure that the climate aligns with the core values of being harassment-free (C&amp;C 3a-c).</p>	<p>Conduct formal climate survey as recommended. Review existing information gathered by subgroups about campus climate, i.e., student affairs, WAVES departmental work, SGBI bi-ennial survey, etc. and make recommendations based on assessment results.</p>

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<p><b>5. Communications about Policies and Values</b></p>	<p>Redesign and relaunch of UML’s Prevent website to inform members of the campus community more clearly about our values and our Title IX policies, procedures and resources (C #1a-d)</p>	<p>Work has continued on the redesign of our websites for EOO (include link) and Student Conduct (include link) to more clearly inform members of the community about UML values, definitions of sexual harassment, sexual violence, and gender discrimination, sexual harassment and misconduct policies and procedures and resources available, options for reporting including clearly articulated rights of all individuals involved in the reporting and review process, and to ensure easy access via mobile devices.</p>
	<p>Consider asking the Provost’s Office to include more information about Title IX violations and how to report them in the recommended syllabus language sent to faculty (C #2f)</p>	<p>Currently, Student Affairs and EOO are collaborating each semester with Academic Affairs in their communications with the faculty regarding the university’s policy, procedures and reporting mechanisms. In campus communications, members of leadership have begun to prominently include a university values statement that prioritizes integrity, equity, fairness, safety, inclusivity, consistency, and transparency in all interactions among community members, making clear what behaviors are acceptable and what are not. Work is ongoing to review the content and send email before the fall semester. In addition, the Provost propose specific recommended language for faculty to use on each of their syllabi that explain university procedures</p>
	<p>Increase messages about the importance of reporting suspected violations (C #4d)</p>	<p>The university will continue its commitment to increase messaging about the importance of reporting potential violations both within the new Title IX requirements and other applicable state and federal laws. The university will continue to encourage the reporting of concerns that do not meet the definitions under the new Title IX regulations and will continue reviewing them under the non-discrimination EOO and Student Code grievance/investigation protocol.</p>
	<p>Take advantage of Stall Street Journals in residence halls and other bathrooms where they now appear (University Crossing) to promote messages about sexual harassment and violence, training opportunities, and related events. (C #2g)</p>	<p>Coordinate with Residence Life, Student Activities, Facilities and EOO/HR to determine availability of frames in the university’s bathrooms and to provide them with content.</p>
	<p>Identify and clearly communicate the rights of all individuals involved in the reporting and review process.</p>	<p>The university currently provides students and employees with information regarding their rights at several points during the review/grievance processes.</p>
	<p>Make complaint boxes available, both physically and online, to increase opportunities for anonymous reporting (C&amp;C #2c)</p>	<p>The online functionality to submit potential concerns has been developed. When in-person interaction become safe again, secure concern boxes can be implemented.</p>

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<p><b>6. Training and Education</b></p>	<p>Develop required education and training programs that prepare community members for new roles and experiences at critical moments of transition (T&amp;E 6a)</p>	<p>Workshops on Title IX and non-discrimination policies and practices and bystander intervention have been offered and are being scheduled throughout the spring term customized based on the needs/requests of campus departments. WAVES has continued to offer bystander training for faculty and will continue to offer it next academic year. WAVES is also available to provide train-the-trainer workshops for staff and student groups interested in providing similar offering training for other groups. The university would engage the stakeholders (e.g., unions) to discuss the possibility of requiring these trainings for employees and students.</p>
	<p>Require that all faculty, staff and students participate in education and training on sexual harassment and other sexual misconduct within the first semester of employment (faculty and staff) or attendance (students).</p>	<p>Information sessions for faculty on university non-discrimination and Title IX reporting and investigation policies and procedures, and resulting administrative review, would be scheduled for fall of 2020 in collaboration with HR/EOO, the Provost's Office, College Deans and the MSP after the UMass system and the university reviews the content to comply with the new regulations.</p>
	<p>Design education and training for implementation in departments or among groups in which incidents of sexual harassment and/or misconduct have occurred, to address the issues and foster healing (T&amp;E #6d)</p>	<p>Education/information sessions for front line administrative staff across academic affairs and administrative operations would be planned for the fall term.</p>
	<p>Adopt and offer evidence-based training and development opportunities to support community members and encourage the community to adhere to the core values (T&amp;E #1a-e and C&amp;C 6a-f)</p>	<p>Work with current groups for students (student affairs), faculty (WAVES, Provost's Office), and staff (HR) to augment existing programs to add discussions of core values of the university.</p>
	<p>Create mechanisms for ensuring that all members of the university community participate in a basic on-line training or workshop on sexual harassment, sexual assault, gender discrimination, and bullying. Prioritize in-person trainings. Offer extended opportunities for additional learning, training and campus dialogue (C #4a-g).</p>	<p>Collaborate with WAVES, Health Education for Students and WLD to continue the development and facilitation of these programs.</p>
	<p>Engage students and families early to provide important information and messaging about values (T&amp;E 6c)</p>	<p>Student Affairs currently works with Parents and Family programs to engage the families. Students are engaged via the online programming beginning in July.</p>
	<p>Reach out to student athletes to increase awareness through programming and training opportunities (C #3g)</p>	<p>Student Affairs currently provides training for student athletes.</p>

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	Require specialized training for individuals entering roles in which they will have formal or informal power over other individuals or groups. Training should be tailored to the dynamics associated with the role they are entering (T&E #6b).	The university would explore options for providing sexual harassment/misconduct based on the community members' leadership role to promote a culture of respect and caring.
	Mandatory training for all university leaders, managers, and supervisors and create a structure of accountability across the university, increasing standards and expectations for topic leaders through various training opportunities.	The university would explore options for providing sexual harassment/misconduct based on the community members' leadership role to promote a culture of respect and caring.
	Engage in ongoing and continuous assessment of the effectiveness of education/training programs to ensure that evidence-informed initiatives are being used. (T&E #5a-c)	FY2021 implementation
<b>7. Collaboration with Nine Campus Unions</b>	Create a "sanctions panel" or "panels" to recommend sanctions for faculty and professional (non-student) staff found to have violated the university's Title IX policies (P&P #3a-c).	The university would work with the President's Offices and other campuses to determine the sanctioning expectations under the new Title IX regulations.
	Revise language on antidiscrimination policies and procedures to be consistent among all of the UMass Lowell and union collective bargaining agreements (P&P #5)	The university initiated conversations with the unions regarding the new regulations expectations regarding Title IX requirements. The university also plans to include in its conversations with the union the general non-discrimination language as recommended by the SHTF.
	Move forward with the unions to strengthen and approve the proposed Consensual Amorous Relationship Policy and incorporate it into all of the collective bargaining agreements (P&P #6a-c)	The university finalized its review of Consensual Amorous Relationship Policy. It will be send to Executive Cabinet for final review/approval.
	Leaders should work with the unions to make participating in Title IX training and related efforts part of each worker's annual performance evaluation (C #2e)	The university would inform the unions that Title IX training is required for all employees engaged in the new grievance process.

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	<p>Further, the task force identified graduate students as a particularly vulnerable population, specifically in their relationship with faculty mentors who have tremendous power to influence their future careers, and called further review of their experience and needs, and collaboration with our Graduate Student Organization to implement responsive strategies.</p>	<p>The university would initiate facilitated conversations with a group of graduate students to learn more about their specific training needs and would encourage their participation in programs developed for faculty in this area. Refer to the NASEM report on sexual harassment in the academy which includes some specific recommendations for how to protect graduate students.</p>
<p><b>8. Maintaining Best Practice Standards for Title IX Proceedings and Clearly Communicating Procedures</b></p>	<p>Adopt or maintain best practices standards for Title IX proceedings when permitted to do so under the DoE’s forthcoming Title IX regulations – working with the UMass system, OGC, and employee unions (P&amp;P #2a-g)</p>	<p>Shared SHTF Report with OGC (January 23rd) for their review. Met with OGC to discuss Report and the recommendations/concerns (March 13th). Currently, the UMass campuses and the Office of the General Counsel are meeting weekly to develop the new system wide policy and administrative standards based on the requirements of the new Title IX regulations.</p>
	<p>Clarify our procedures for reviewing Title IX complaints and notifying parties of the outcome (P&amp;P 4a-d). Put into place supports/systems to ensure accountability for equitable treatment of all members of the community, regardless of role, power, or seniority – including additional support for marginalized groups. (C&amp;C #5a-e)</p>	<p>In response to P&amp;P 4a-d: Established protocols to (1) ensure all parties that their statements will be reviewed and considered, (2) that both parties are notified by e-mail with Title IX review has concluded with letter describing findings and appeal process, (3) that both parties are notified by phone the same day as letter is sent, and (4) extend the window for appeals to 10 calendar days.</p>