



SUBJECT	POLICY 131 (SEXUAL ASSAULT AND OTHER SEXUAL MISCONDUCT) IMPLEMENTATION UPDATE
MEETING DATE	JUNE 5, 2019

Forwarded on the Recommendation of the President

APPROVED FOR SUBMISSION

Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION

Report Date	May 15, 2019
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EXECUTIVE SUMMARY

UBC has a responsibility to maintain a respectful environment where its members can study, work, and live free from sexual misconduct. Policy 131 articulates UBC’s duty and commitment to support members of the UBC community who are impacted by sexual misconduct, to provide a central site for information regarding the resources and options available to those affected by sexual misconduct, to create and make available programs and resources to educate its community on the prevention of sexual misconduct, and to provide a process to respond to and to investigate allegations of sexual misconduct.

Policy 131:

- sets out the principles the University will adhere to with regard to sexual misconduct,
- articulates conduct expectations for all members of the UBC community, and
- outlines the processes and procedures the University will follow when responding to and investigating allegations of sexual misconduct.

Implementation of Policy 131 began in late May 2017. The Policy states UBC’s commitment to reviewing this Policy at least once every three years, in consultation with students and other members of the UBC Community. The formal three-year review will be undertaken by the Office of the University Counsel starting early this summer and completing by May 2020.

In April 2018, the Vice-President Human Resources and Vice-President Students agreed to undertake a retrospective assessment of the first year’s implementation to identify issues or gaps that require mitigation as well as to capture successes and learnings in order to guide the ongoing implementation. A formal implementation framework and several action plans (see *Appendix 1*) were created, and approved by the PCI Committee in June 2018 to guide the ongoing implementation of Policy 131. These plans include:

1. **Resourcing & Recruitment Plan** - The purpose of the Resourcing & Recruitment Plan is to ensure ongoing resource needs are identified; roles are clearly defined; diverse sourcing avenues are explored; recruitment approaches are dynamic; recruitment occurs expeditiously; and ongoing development occurs to ensure retention of talented resources.

2. **One Year Retrospective Assessment of Policy & Procedures Plan** - The purpose of the One-Year Retrospective Assessment of Policy and Procedures Plan is to capture issues raised over the last year regarding the language and content of Policy 131 procedures; and the application of Policy 131 in regards to reporting and investigative processes and procedures; and consistency and clarity of definitions, authorities and approvals.
3. **Awareness & Communications Plan** - The purpose of the Awareness and Communications Plan is to outline the communication objectives related to Policy 131 (and Policy 3); outline how awareness will be raised broadly about the new Sexual Violence Prevention and Response Office (“SVPRO”) and the Independent Investigations Office (“IIO”); establish standard key messages that will be shared through central communications channels; and delineate accountability for executing these accountabilities and communications.
4. **Education Plan** - The overarching goal of the Education Plan is to build the capacity of the UBC community to respond and prevent sexual violence using a trauma-informed approach. The plan outlines the key education objectives that will support the effective implementation of Policy 131 and specifically:
 - a. educate key faculty, staff and student leaders about Policy 131 commitments and procedures and on prevention of sexual assault, misconduct and harassment;
 - b. the role of the Sexual Violence Prevention and Response Offices (“SVPRO”) and the Independent Investigations Office (“IIO”); and
 - c. train key individuals on how to recognize and respond to sexual violence; and how to refer upon receiving a disclosure of sexual violence.
5. **Operating Model Plan** - The purpose of the Operating Model Plan is to bring clarity to how the University resources and responds to all situations involving sexual harassments, misconduct and assault to achieve clarity in role accountabilities, application of policy and procedures, procedural intersections with other policies; clarity and workflow/process clarification.

1.0 Approach to Implementation

The implementation plans have guided the engagement of those who are directly involved in awareness, response, support, reporting, investigating, and mediation activities as well as those that are accountable for programs, policies, and procedures that integrate and intersect with Policy 131 and the accountabilities of the SVPROs and the IIO. Consultation activities over the last year have taken place with all of these internal stakeholders and their perspectives, concerns, suggestions and feedback have been utilized throughout the ongoing implementation over the last year.

We have completed the implementation work over the last year through coordination of work in order to ensure consistency and alignment with the commitments and procedures of Policy 131 and these working principles included:

- a) Accountable stakeholder engagement
- b) Engaging communications activities – internally and externally
- c) Evolving and relevant training program content and delivery mechanisms
- d) Targeted educational programs and flexible delivery mechanisms
- e) Linkages to employment and performance expectations
- f) Continuous improvement of process workflows across departments

The Directors of the Sexual Violence Prevention and Response Offices (SVPRO) and the Director of Independent Investigations Office (IIO) have been key leaders on all aspects of the implementation program as well as the implementation of the outcomes of the work done in each component plan noted above. They have been well supported by the VPHR, VPS, Managing Director of Student Development & Services, Managing Director of HR Advisory Services, Project Manager and many other engaged leaders and stakeholders across both campuses. Regular updates have been provided to the PCI Committee over the last year on our progress under each of the plans.

2.0 Progress Reports

An overall Project Manager role for all components of the implementation plans was established and reported to the VP of Human Resources over the last year to ensure coordination and consistency across all implementation activities. Structured bi-weekly meetings were held over the last year to report progress on activities, raise issues or risks for resolution, and to discuss any adjustments required to timelines or resourcing. Monthly status reports were also created and shared with key stakeholders (e.g. Chair of the PCI Committee).

At each PCI Committee meeting over the last year an update including a GANTT chart have been provided to demonstrate progress on implementation deliverables. The GANTT chart (*Appendix 2*) summarizes our overall progress from June 2018 to April 30, 2019.

There are several key priorities that drove focus on the implementation timelines which included, first and foremost providing response and support to survivors; ensuring thorough investigations were undertaken and concluded; educating and communicating Policy 131 processes and procedures to those receiving disclosures; and ensuring communication, training, education and awareness mechanisms for the new academic year and key events such as the Sexual Assault Awareness Month (SAAM). Annual reports from the SVPRO-V, SVPRO-O and the IIO – can be found in *Appendices 3A, 3B and 3C* respectively.

Appendices 4A (1-2), 4B (1-3), 4C (1-2), 4D (1) provide a status update on each implementation plan subcomponent plan and any additional information supporting the status update. A full list of appendices is show below.

In addition, under the Operating Model Plan, work is underway to ensure consistency in the meaning of metrics and to develop systems to more easily track and report these metrics. Once integrated workflows are clarified and structured through the Operating Plan work; estimated timeframes can be established for the flow of activities under distinct scenarios which will assist in measuring the effectiveness of procedures and processes, and provide continual opportunities to enhance these processes. This work will also inform the development of a case management system that will allow for enhanced documentation management, tracking and reporting. A large visual of our progress on this workflow will be provided at the upcoming PCI committee meeting.

3.0 Disclosures & Reports

Under Policy 131, there is a requirement to provide annual information on the number of disclosures and reports on both campuses. These numbers are being tracked by each unit including SASC and are shown below.

a. Previous Reporting in 2018 (from June 2018 PCI committee presentation)

1.0 PROGRESS – REPORTING ON SECTION 2.4 OF POLICY 131

- Disclosures¹ received by the Sexual Violence Presentation and Response Office (represents individuals not reports of sexual violence)

- Vancouver: 159 individuals (May 2017 – May 2018)
- Okanagan: 37 individuals (from January – May 2018)



Reporting (May 2017 – May 2018):

- Reports received by Director of Investigations: 43
- Reports to Investigation: 25
- Reports to alternative dispute resolution: 2

Note 1: The number of disclosures is specific to the Offices of Sexual Violence and Prevention and indicates the number of individuals who reached out to the Offices to share their own experience of sexual violence and receive support.

b. 2018-2019 Reporting – SVPRO-V, SVPRO-O and IIO

	For the Period of May 1, 2017 to May 15, 2018	
	UBC-V	UBC-O
# of Disclosures	159	37 (from Jan – May 2018)
Investigations		
# of Reports		45
# of Policy 131 investigations (completed and in progress)		28
# of ADR processes utilized		2

Note: The number of disclosures is specific to the Offices of the Sexual Violence Prevention and Response and indicates the number of individuals who reached out to the Offices to share their experience of sexual violence and receive support. Report statistics provided in the 2017-2018 update included 10 investigations (8-UBCV) & (2-UBCO) as the cut-off date was May 15, 2018.

	For the Period of May 1, 2018 to April 30, 2019	
	UBC-V	UBC-O
# of Disclosures	256	114
# of Reports	39	6
# of Policy 131 investigations (completed and in progress)	25	3
# of ADR processes utilized *currently in progress	0	1*

Note: Statistics provided in the 2017-2018 update included 10 investigations (8-UBCV) & (2-UBCO) to May 15th, 2018. These 10 investigations have been included in the statistics above for this reporting period of May 1, 2018 – April 30, 2019. Of the three investigations at UBC-O, two are allegations which were reported prior to the period of May 1st –April 30th but completed during this time.

c. SASC (UBC-V) Reporting (Appendix 5)

AMS SASC Support Service Statistics	January-April 2019	Jan 1 – Dec 31 2018	Jan 1 – Dec 31 2017
<i>Disclosures</i>	91	314	252
<i>Repeat visits</i>	375	412	334
<i>Total service contacts</i>	466	726	586

¹ Support service statistics from the 2018/2019 academic year indicate that the number of survivors supported by both offices simultaneously accounts for less than 1% of disclosures

4.0 Learnings and Challenges

In each of the implementation plan status reports, there is a section on learnings and challenges over the last year. Listed below is a high level summary of common themes from those status reports:

a. Recruitment Learnings & Challenges: Implementation has identified actual knowledge, skills and experience required moving forward.

- It has become apparent that the specialized roles in both SVPRO and IIO offices in particular for the survivor support roles and the Director roles, require broader skillsets in all units and have led to the creation of new job descriptions and compensation classification in order to be competitive in the market. This work delayed hiring to some degree but has clarified roles and responsibilities.

- The accountabilities of the 3 Directors have been expanded to include team leadership accountabilities in addition to specialist accountabilities which resulted in changes to expectations of the Director roles. The Directors of the units are expected to be specialists as well as strong collaborative leaders which will make staffing and recruiting challenging to find replacements for the two vacant Director roles.
- Priorities of providing support to survivors and conducting investigations prevented capacity to focus on recruitment of vacant roles and the reduced staffing levels impacted delivery on all the implementation plan activities. We need to ensure the SVPRO and IIO resources are well supported and valued due to the stressful and conflictual nature of the work they do every day.
- Limited competencies in developing communication, awareness and communications plans and activities within the units, required the teams to leverage other departments for assistance which at times were also under-resourced and or focused on other strategic priorities.

b. Workload Management Learnings & Challenges: Unanticipated stakeholder expectations and multiple priorities of implementation plans resulted in capacity issues and high workloads.

- Priorities of providing support to survivors and conducting investigations prevented focus on recruitment of vacant roles which created capacity issues to do all of the planned collaboration, awareness, education and communications work.
- As roles and accountabilities have been clarified and evolved through continual reassessment, the units have had to adjust service levels to ensure effectiveness and efficiency of support reflective of needs and expectations.
- Regular meetings with key stakeholders are helping new team members to understand roles under Policy 131.
- Cooperation across SVPRO and IIO offices evolved slower than desired due to overwhelming workloads on survivor support and investigations. This often resulted in different approaches/paces regarding education and training methodologies taken and used which caused some confusion across the campuses.

c. Collaboration and Engagement Learnings & Challenges: Commitment to implementation by others is high and there is strong willingness to engage and help.

- There has been willing and committed collaboration with other organizations (OUC, HR, FR, SDS, SHHS, AMS etc.), and willingness to participate in meetings and working sessions.
- SVPRO and IIO teams are now working much more collaboratively together despite the loss of two Directors as others (e.g. OUC, HR, SDS, SHHS, AMS, Student Ombudsperson, HR, FR, LR etc.) are stepping in to help.
- The core priorities of providing support to survivors and completing investigations are being completed and teams are making all efforts to meet on regular basis to ensure the Policy commitments are being met.
- We are still working through varying perspectives and expectations of other stakeholders on the role of IIO and SVPROs in relation to other units, in particular the roles of student organizations. Regular dialogue is now occurring and cooperation across units has increased.
- There was strong participation in the four workshops held last summer and in the consolidation of the work to be done under the 11 areas of focus (aka Workshop 5)
- There is strong interest by unions and associations to support and participate in refinement of faculty and staff processes.
- There has been strong interest by Academic and Administrative units to undertake communications, awareness and education activities and they are being patient as Policy 131 units find capacity to meet demand and interest.

d. Intersecting of Policies and Work Challenges and Learnings: Increased awareness of the overlaps of policies which will enhance development of new policies and reviews of existing policies.

- As new policies are developed in the future, there is agreement to have a structured approach to understand the intersection with other internal policies and linkages/connections to legislation and regulations.
- There are varied accountabilities for actions of the 11 areas of focus (aka Workshop 5) which are beyond Policy 131 team units) so pace of resolution has varied and will continue to vary as others take the lead on deliverables (e.g. Senate Committee on Appeals). The creation of working groups will help ensure alignment and consistency in approaches going forward.
- The Policy 131 Three-Year Review consultations and work will identify how gaps identified in one-year retrospective plan may be resolved through the three-year processes versus those that can be resolved outside of that process

The implementation activities over the last year have been intense, focused, and overwhelming at times. Many of the planned deliverables have been achieved through the strong demonstration of cooperation, collaboration, and commitment by many people and units across both campuses. While we may not have completed all of the planned activities, we have built a foundation of relationships through ongoing dialogue and engagement and we will need to continue to work together on understanding priorities and capacity in order to continue to be successful.

The IIO and SVPRO teams (as well as SASC) have worked very hard, through difficult situations and under much scrutiny. Their commitment, expertise, efforts, and patience is greatly appreciated by the senior leadership team and the Board of Governors. We made a great deal of progress in one year and while we have learnings and challenges to reflect upon, it is important that recognize the many positive achievements that were accomplished that will only strengthen UBC's commitment towards creating an environment for all community members to flourish, succeed, and grow without the fear of sexual misconduct or violence.

5.0 Looking Forward

As identified in the Status Update Appendices, over the next year some of the key activities and priorities will need to be achieved include:

- Provision of quality and expert support to Survivors
- Completion of quality investigations and decision making on conclusions
- Completion of the Three-Year Policy 131 Review (OUC)
- Integration of Anti-Retaliation Procedures into intersecting policies (OUC)
- Establishment of Respondent Response resources (SD&S)
- Completion of Activities under the 11 Areas of Focus not addressed by the Three-Review Policy review plan
- Hiring and onboarding of Director of Investigations (VPHR and VPS)
- Hiring and onboarding of Director of SVPRO-V (VPHR and VPS)
- Hiring and onboarding of SVPRO and IIO team members and stabilization of the units
- Ongoing completion of Communication and Awareness Plan activities including enhanced focus in Academic and Administrative Units in addition to Student organizations (SVPRO and IIO teams; SD&S, SHHS, Student organizations, HR, FR, SASC, and key stakeholders)
- Ongoing completion of and Education Plan activities including enhanced focus in Academic and Administrative Units in addition to Student organizations (SVPRO and IIO teams; SD&S, SHHS, Student organizations, HR, FR, SASC, and key stakeholders)
- Establishment of structured alternative resolution processes

Attachments

Appendix 1	Overall - Implementation Plans from June 2018 (7 in total)
Appendix 2	Overall Summary GANTT Chart
Appendices 3A, 3B and 3C	Overall - Annual Reports from SVPRO-V, SVPRO-O and IIO
Appendices 4A-1 and 4A-2	Recruitment & Resourcing Plan - Appendix 4A -1 (Status Update) and 4A-2(Org chart)
Appendices 4B-1, 4B-2 and 4B-3	One Year Retrospective Review Plan- Appendix 4B-1 (Status Update), 4B-2 (Workshop 5 Summary), 4B-3 (Workshop 5 Action Plan)
Appendices 4C-1 and 4C-2	Communication & Awareness Plan - Appendix 4C-1 (Status Update), 4C-2 IIO Comms Plan
Appendix 4D	Education Plan – Appendix 4D (Status update)
Appendix 5	SASC Annual Report

STRATEGIC CORE AREAS SUPPORTED

People and Places Research Excellence Transformative Learning Local / Global Engagement

Previous Report Date February 7, 2019



POLICY 131 IMPLEMENTATION FRAMEWORK DOCUMENT

PREPARED: MAY 2018



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OVERVIEW

In late 2015, Interim President, Dr. Martha Piper, announced that the University would develop a stand-alone Sexual Assault Policy. In early 2016, a committee was established to draft this Policy. In April, 2016, the Provincial Government passed legislation requiring all BC post-secondary institutions to establish and implement a sexual misconduct policy by May 18, 2017. In February 2016, President Piper created a UBC Sexual Assault Panel to undertake a review of sexual assault and make recommendations for University policy and practice. The panel report was released to the President in June, 2016.

A draft policy was presented to the Board of Governors in June, 2016. Extensive consultation with the UBC community followed, resulting in over 160 written submissions that touched on all aspects of the draft policy, focused on the need for a central support office; as well as the need for a separate and distinct investigatory process.

In October 2016, as a comprehensive rewrite of the proposed policy began, President Santa J. Ono asked Vice-President, Students to convene a Steering Committee on sexual assault to recognize and bring together the work happening across UBC's campuses around issues of sexual assault. In early 2017, resources were approved for a central support office, and for a separate and distinct investigatory process.

Following a second round of consultation with the UBC community, Policy #131 – [Sexual Assault and other Sexual Misconduct](#) was approved by the Board of Governors on April 13, 2017. The new policy took effect May 18, 2017.

COMMITMENT

UBC has a responsibility to maintain a respectful environment where its members can study, work, and live free from sexual misconduct. Policy 131 articulates UBC's duty and commitment to support members of the UBC community who are impacted by sexual misconduct, to provide a central site for information regarding the resources and options available to those affected by sexual misconduct, to create and make available programs and resources to educate its community on the prevention of sexual misconduct, and to provide a process to respond to and to investigate allegations of sexual misconduct. Policy 131:

- sets out the principles the University will adhere to with regard to sexual misconduct,
- articulates conduct expectations for all members of the UBC community, and
- outlines the processes and procedures the University will follow when responding to and investigating allegations of sexual misconduct.



IMPLEMENTATION

Implementation of Policy 131 began in late May 2017. The Policy states UBC’s commitment to reviewing this Policy at least once every three years, in consultation with students and other members of the UBC Community. The formal three-year review will be undertaken in May 2020. In April of 2018, the Vice-President, Human Resources and Vice-President, Students agreed to undertake a retrospective assessment of the first year’s implementation to identify issues or gaps that require mitigation as well as to capture successes and learnings in order to guide the ongoing implementation.

PURPOSE

The purpose of this document is to provide an overarching framework to guide the continued implementation of Policy 131 across all UBC (Point Grey and Okanagan campuses) through several implementation component plans as noted below:

1. Resourcing & Recruitment Plan
2. One Year Retrospective Assessment of Policy & Procedures Plan
3. Awareness & Communications Plan
4. Education Plan
5. Operating Model Plan

Through engaging with internal to UBC stakeholders who have been directly and indirectly involved in the implementation of Policy 131, the intent is to capture the gaps, successes, unmet expectations, needs for clarity, and required improvements to integrated workflows. All of the learnings and insights from the work done in the component plans will be captured and leveraged in the discussions and planning for the go-forward Operating Model.

ACCOUNTABILITIES:

The Directors of the Sexual Violence Prevention Offices (SVPRO) and the Director of Independent Investigations Unit (IIU) are the key leaders on all aspects of the implementation program as well as the implementation of the outcomes of the work done in each component plan noted above.

As noted above, this retrospective assessment will require the engagement of those who are directly involved in awareness, response, support, reporting, investigating, and mediation activities as well as those that are accountable for programs, policies, and procedures that integrate and intersect with Policy 131 and the accountabilities of the SVPRO and IIU. Consultation activities with these internal stakeholders over the next few months will be consolidated wherever possible in order to optimize time with key stakeholders and staff.

Consultation with internal stakeholders will be reflective of Survivor Support; Student Services; Academic Leadership; Academic Policy; Ombudspersons; Student Leadership and Advocacy; Policy and



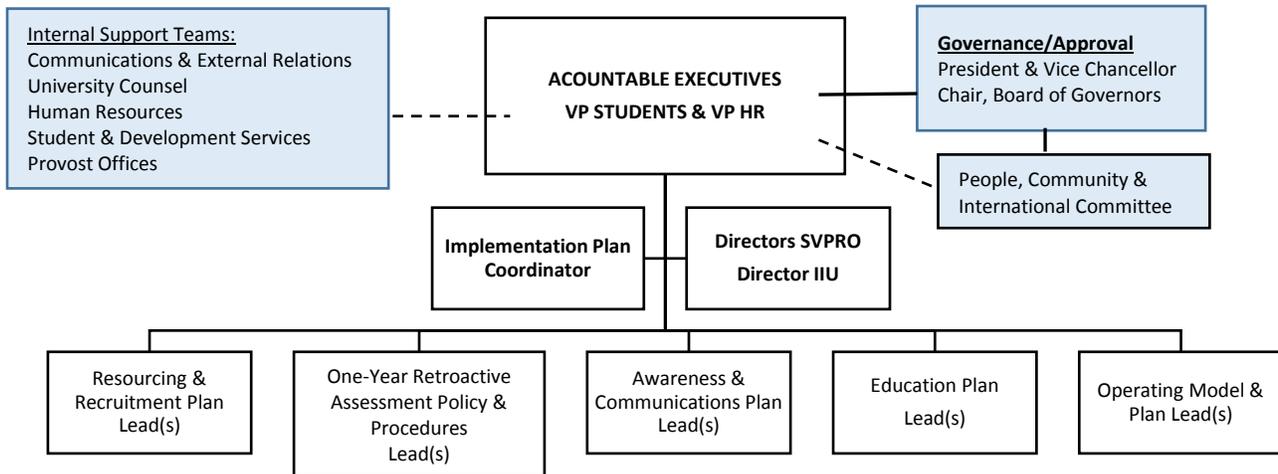
University Governance; Equity Diversity and Inclusion; and central support service units such as Human Resources, Faculty Relations, and University Counsel.

Each component of this assessment will have similar work and outcomes that will require coordination to ensure consistency and alignment with the commitments and procedures of Policy 131:

- a) Accountable stakeholder engagement
- b) Communications activities – internal and external
- c) Training Program content and delivery mechanisms
- d) Educational Program and delivery mechanisms
- e) Employment and performance expectations
- f) Process workflows across departments

An overall coordinator role for all components of the retrospective assessment work will be established and will report to the Vice-President, Students and Vice-President, Human Resources to ensure coordination and consistency across action plans. Structured bi-weekly meetings will be held with key plan leaders to report progress on activities, raise issues or risks for resolution, and to discuss any adjustments required to timelines or resourcing.

Oversight of the implementation framework and component plans will be as described below:



TIMELINE OVERVIEW

Considerable work is already underway in most of these component areas as key resources are hired and work begins to build communication and awareness mechanisms (e.g. Student Website, SVPRO website, IIU website); addressing policy and language clarification as investigations proceed; and continual dialogue with internal stakeholders to resolve issues and questions.

There are several key milestones that are driving priorities of the implementation timelines which include, first and foremost providing response and support to survivors; ensuring thorough investigations are undertaken; educating and communicating Policy 131 processes and procedures with



those receiving disclosures; and beginning to build communication, training, education and awareness mechanisms for the new academic year.

COMPONENT PLAN	2018									2019		
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Resourcing & Recruitment Plan			❖								❖	
One-Year Retroactive Assessment of Policy & Procedures Plan			❖			❖		❖				
Stakeholder Consultation			❖			❖		❖				
Awareness & Communications Plan						❖		❖			❖	
Education Plan						❖		❖			❖	
Operating Model Plan						❖		❖			❖	
❖ UPDATE TO COMMITTEE/BOARD												

CONTRIBUTING STAKEHOLDERS

While the Vice-President, Students and the Vice-President, Human Resources have executive responsibility for SVPRO and IIU, the following stakeholders also have responsibilities and accountabilities to ensure effective ongoing implementation of Policy 131; support to the SVPRO and IIU Directors and teams; contribute to component plan activities; and to support the delivery of ongoing implementation recommendations. This list includes:

Contributing Stakeholders List	
Student Leadership Accountability:	Faculty Leadership Accountability:
- VP Students, UBC-V	- Provost & VP Academic UBC-V
- AVP Students, UBC-O	- Principal & Vice Chancellor UBC-O
- Managing Director Student Development & Services	- Provost UBC-O
- Managing Director Student Housing & Hospitality Services	- Vice-President, Research & Innovation
- AMS Executive – UBC-V and UBC-O	- Vice Provost & Academic Affairs UBC-V
- GSS Executive – UBC-V and UBC-O	- Deans – both campuses
University Governance Leadership Accountability	- Associate Deans – both campuses
- Board of Governors	- Department Heads – both campuses
- President & Vice Chancellor UBC	- Managing Director, Faculty Relations
- Faculty Senators	- Senior Manager, Faculty Relations - UBC-O
- Student Senators	- Faculty Association Leadership – both campuses
- Student Unions – UBC-V and UBC-O	Staff Leadership Accountability:
- University Counsel	- Vice-President, Human Resources
- Board Secretariat	- Vice-President, Finance & Operations
- Senate Secretariat	- Director HR, UBC-O
	- Managing Director, HR Advisory Services
	- Executive Team – UBC-O
	- Staff Unions & Associations (AAPS, CUPE, IOUE, BCGEU)



Thoughtful reflection will be given on how to engage with survivors, witnesses and respondents to gain insights on their experiences with the processes, supports, and procedures of Policy 131. There are currently some mechanisms in place to gather their feedback which the SVPRO and IIU teams will evolve over the next 12 months. Engagement of those impacted by sexual assault, misconduct, or harassment on their feedback must be led by SVPRO and IIU specialists.

OVERALL MONITORING OF IMPLEMENTATION

As the implementation of Policy 131 and the establishment of the SVPRO and IIU teams continue over the next 12 – 24 months (Year 2 and Year 3 of implementation); the Vice-President, Students and Vice-President, Human Resources will continue to monitor progress and report to the President, People, Community & International Committee of the Board, and the Board of Directors.

The number of disclosures, open investigations, and closed investigations are already being tracked. However, work is underway to ensure consistency in the meaning of the metric and to develop systems to more easily track and report these metrics. Discussions are also underway in the SVPRO and IIU teams on any other metrics that may need to be considered and tracked which would provide meaningful information that would enhance support and procedures.

As communication, training, and education programs are developed, piloted, and implemented; participant feedback will be continuously gathered to evolve and enhance these programs. Once integrated workflows are clarified and structured through the Operating Plan work; estimated timeframes can be established for the flow of activities under distinct scenarios which will assist in measuring the effectiveness of procedures and processes, and provide continual opportunities to enhance these processes.

The Directors of SVPRO and IIU will continue to work closely with student leaders and staff in the Students portfolios across both campuses, to participate in the development of surveys and other appreciative inquiry mechanisms to capture feedback from students on Policy 131 and student life experiences.

In May 2020, a comprehensive 3 year review will be undertaken on Policy 131 as per the Policy Commitment and requirements under the *Sexual Violence and Misconduct Policy Act*.

END OF DOCUMENT



POLICY 131 IMPLEMENTATION

1.0 RESOURCING & RECRUITMENT PLAN

PREPARED: MAY 2018



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PURPOSE

The purpose of the Resourcing & Recruitment Plan is to ensure ongoing resource needs are identified; roles are clearly defined; diverse sourcing avenues are explored; recruitment approaches are dynamic; recruitment occurs expeditiously; and ongoing development occurs to ensure retention of talented resources.

BACKGROUND

In May 2017, actions were initiated to establish three offices to implement and manage Policy 131 (note: the Director of Investigations manages Policy 131 and Policy 3).

1. Sexual Violence Prevention & Response Office (SVPRO) – UBC Vancouver
2. Sexual Violence Prevention & Response Office (SVPRO) – UBC Okanagan
3. Director of Investigations Office (DOI) – UBC Vancouver (covers both campuses)

The accountabilities of the SVPROs and the DOI are stated in Policy 131.

A decision was made to source the Director candidates from the external community in order to bring expertise and credibility from the sexual assault and violence prevention support community; and to obtain experience with investigation process that encompass trauma informed and alternative dispute resolution approaches.

Through the Policy 131 consultation process, it was determined that three Directors would be hired (one for each area noted above) initially; and that the two Directors of SVPRO would report to the Vice-President, Students and the Director of Investigations would report to the University Counsel. In the Fall of 2017, the reporting relationships of the Director of Investigations and the 2 Directors of SVPRO were changed to jointly report to the VP of Students (matters relating to students at UBCV); the Associate Vice President Students UBCO (matters relating to students at UBCO); the VP of Human Resources (matters relating Faculty and Staff across both campuses); and the Director Human Resources UBCO (UBCO Faculty and Staff).

The Directors work closely with the Managing Director of Student Development & Services UBCV and the AVP of Students UBCO (matters relating to students); the Managing Director of HR Advisory Services Vancouver, Director of Human Resources UBCO (for matters relating to Staff), and the Managing Director of Faculty Relations UBCV (matters relating to UBCV Faculty) and the Director of Human Resources UBCO (for matters relating to Staff and Faculty). The Directors and their teams also work closely with staff in Student Development & Services and Human Resources.



ORGANIZATION STRUCTURE

The organizational structures for the Sexual Violence Prevention and Response Offices (SVPRO) and the Director of Investigations office (DOI – now Independent Investigations Unit IIU) continue to evolve – the current structures are outlined in Appendix 1. The Directors are leading the design and implementation of their organizations.

The Directors of SVPRO are building professional employee and consultant teams. The Director of Independent Investigations works with a large team of external investigators on both Policy 131 and Policy 3 investigations. The goal is to ensure all investigators are trauma informed specialists; and work has begun to ensure this certification is achieved which will take some time to accomplish.

As required, the SVPRO and IIU will continue to work with community agencies and associations to partner in advocacy, support, education, and consultation activities. In addition, the SVPRO and IIUs Directors will also have Advisory Committees to seek expertise, advice, and professional support as needed.

Throughout continued implementation, and as an outcome of the Operating Model Plan, the Directors will continually assess their resourcing needs based on caseloads, collaboration with other units, and availability of external community resources and contractors for specific pieces of work.

The hours of work for both the SVPRO and IIU teams varies depending on roles and times of year. Members of both teams are available 24/7 through cell phones during the week and on weekends. The SVPRO and IIU work collaboratively with student services and external communities to determine and provide this after-hours support. Adjustments to hours of work will be made during specific times frames such as the start of the academic year (mid-August to end of September) and during awareness campaigns. Options are currently being explored for on-site accommodations for SVPRO staff during these periods.

New facility space is currently being created for the Vancouver SVPRO team in Vantage College which include offices, interview rooms, kitchenette and educational space; will be private (i.e. not shared with other units); and signage will be visible yet discreet. The Okanagan SVPRO team moved into new space at Nicola Townhome 120, 1290 International Mews earlier this spring. Leased space (2,492 square feet) is currently being negotiated in Wesbrook Village (contingent on Board of Governors' approval) for the Investigation Office which will include offices, kitchenette, waiting area and meeting room.

Each Director is establishing an Advisory Council to guide and advise them throughout the year. For SVPRO these councils will include representation from the Sexual Assault Services Community; Student Leadership (AMS, GSS); Equity Diversity & Inclusion; Indigenous Community, Access and Diversity;



Policy 131 Implementation Plan – 1.0 Resourcing & Recruitment Plan

Student Development & Services, Faculty, Academic Policy, Academic Leadership; Registrar, and Human Resources.

The Director of Independent Investigations will also create an Advisory Council which will include representation from the Indigenous Community; Academic Leadership; Academic Policy; Ombudspersons; Student Leadership Advocacy; external Legal Community; Student Senators; Faculty Senators; University Counsel; Human Resources; Faculty Relations; Student Development & Services; and the Equity Diversity and Inclusion office.

Thoughtful reflection will be given on how to engage with survivors, witnesses and respondents to gain insights on their experiences with the processes, supports, and procedures of Policy 131. Engagement of those impacted by sexual assault, misconduct, or harassment on their feedback must be led by SVPRO and IIU specialists only.

RECRUITMENT UPDATE

In FY 2017/2018 the following positions were filled:

1. Director of Independent Investigations (August 2017)
2. Director of SVPRO UBCV (October 2017)
3. Director of SVPRO UBCO (December 2017)
4. Sexual Violence Prevention Educator - UBCV (Feb 2018)
5. Sexual Violence Response Specialist (Nov 2017) - UBCV* 1-year contract position.
6. Sexual Violence Response Specialist - UBCV (Dec 2017)

In FY 2018/2019 the following positions have been funded and have been or will be filled:

1. SVPRO Administrative Assistant (Hired - March 2018)
2. ADR Advisor (IIU) – UBCV/O (Hired – April 2018)
3. Sexual Violence and Support Advisor – UBCO (Hired – May 2018)

4. Sexual Violence Prevention Specialist – UBCV (Posted – April 2018)
5. Office Manager/Legal Secretary (IIU) – UBCV (Posted – April 2018)

6. Sexual Violence Prevention Indigenous Specialist – UBCV
7. Sexual Violence Prevention Indigenous Specialist – UBCV
8. Sexual Violence Survivor Rights Advisor - UBCV
9. Investigator (IIU) – UBCV/O
10. Advisor/Intake (IIU) – UBCV/O
11. Graduate Student Research Assistants (x2 part time) (IIU) – UBCV/O

Additional funding will be requested in FY 2018/2019 for the following resources:



1. Investigator (IIU) – UBCV/O
2. Sexual Violence Community Volunteer and Educator – UBCO
3. Sexual Violence Prevent Specialist - UBCO

SOURCING APPROACH

Hiring specialists from the sexual assault and violence prevention and support community will continue to be the priority for filling vacant positions in the SVPROs. Searching for specialists who reflect the diversity of the UBC community will be a priority. In the Director of Independent Investigations Unit the sourcing strategy includes hiring investigators that have experience in alternative dispute resolution, human rights, and knowledge/ experience in trauma informed investigative approaches. The Advisor roles in the IIU will bring experience in human rights, trauma informed approaches, alternative dispute resolution processes, and experience working in community.

RETENTION APPROACH

A key strategy to retaining specialists in this area of practice will be a commitment to the following:

- a) Comprehensive onboarding programs for SVPRO and IIU offices
- b) Clarity in roles and accountabilities across UBC campuses
- c) Clear and integrated performance objectives and measures across UBC campuses
- d) Robust and constructive feedback and engagement loops
- e) Support for professional development and support for ongoing certification/education including cross institutional learning
- f) Wellbeing plans to ensure the physical, mental, and spiritual wellbeing of resources dealing in a difficult arena
- g) Succession Planning for Director level and key roles

ACTION PLAN ACCOUNTABILITIES

Completing the actions under the Resourcing and Recruitment Plan is the responsibility of the Directors of SVPRO (UBC and UBCO) and the Director of Investigations; and the VP of Students (UBCV); Associate Vice-President, Students (UBCO) and Vice-President, HR for the Director levels. The Directors will be supported by the Managing Director, Student Development & Services (UBCV), the Director of HR (UBCO), and the Managing Director, HR Advisory Services. The Vice-President, Students (UBCV), Associate Vice-President Students (UBCO) and Vice-President, Human Resources will provide executive oversight to the SVPRO Directors and IIU Director; address any escalated issues; budget approvals; and Board of Governor approvals.



HIGH LEVEL ACTION PLAN

#	High level Actions & Next Steps	Lead	Support	Timeframe
1	<p>Implement Recruitment Plan</p> <ul style="list-style-type: none"> - Identify roles required and create job descriptions with classifications - Identify sourcing opportunities to acquire community specialists and enact sourcing strategies - Actively recruit to fill vacant positions - Obtain funding approval for additional resource requirements from Executive and BOG 	<ul style="list-style-type: none"> - Director SVPROs - Director, IIU 	<ul style="list-style-type: none"> - Managing Director, Student Development & Services - Managing Director, HR Advisory Services 	<p>April – May: finalize workforce plan for SVPRO and DOI teams. Complete job descriptions and classifications</p> <p>April – June: Create sourcing strategies and outreach plan</p> <p>Ongoing Activity: Recruitment of roles</p> <p>June - Sept: Approval from President and BOG for additional resource funding requests</p>
2	<p>Implement comprehensive onboarding program</p> <ul style="list-style-type: none"> - Create structured onboarding program to orient community hires to UBC complexities - Manage onboarding activities and check progress - Refine onboarding program over first year to reflect learning experiences 	<ul style="list-style-type: none"> - Director SVPROs - Director, IIU 	<ul style="list-style-type: none"> - WEL Team - Director of HR UBCO - Managing Director HR UBC - Director HR VPS 	<p>May – Aug: Finalize onboarding program and refine as new hires are hired into teams</p> <p>Quarterly: measure progress on onboarding activities</p> <p>May 2019: refine program based on learnings</p>
3	<p>Clarity in roles and accountabilities</p> <ul style="list-style-type: none"> - Engage with other teams that interact with Students, Faculty and Staff to understand known and required touchpoints with go forward Policy 131 and Policy 3 - Engage with key stakeholders that have periphery responsibilities related to Policy 131 and Policy 3 (e.g. AMS, GSS, Ombudsperson, Unions, Associations – both UBCV and UBCO campuses) to understand expectations of UBC roles currently and going forward - Review role descriptions and contracts of all roles engaging with go forward Policy 	<ul style="list-style-type: none"> - Director of HR UBCO - Managing Director HR UBC - Director HR VPS - Director SVPROs - Director IIU <p>External Facilitators will assist</p>	<ul style="list-style-type: none"> - SVPROs’ Teams - DOI Team - VPS/ SHHS Leaders - HR Advisory Services teams - University Counsel team - AMS - GSS - Ombudsperson - Union Leaders - Association Leaders 	<p>May – July: Conduct facilitated sessions to capture role, responsibilities, touchpoints, expectations, needs, gaps, etc.</p> <p>July – Aug: Create draft go forward organizational model and analysis of gap mitigation issues for consultation with key stakeholders</p>



Policy 131 Implementation Plan – 1.0 Resourcing & Recruitment Plan

#	High level Actions & Next Steps	Lead	Support	Timeframe
	<p>131 and Policy 3 to ensure alignment with policy and procedures expectations</p> <ul style="list-style-type: none"> - Update role descriptions, contracts, and performance expectations - Refine/Refresh/Create organizational supports and enablers for roles to be successful - Create and implement communication plan to communicate changes to all impacted and or engaged in go forward organizational model aligned with Policy 131 and Policy 3 commitments and procedures - SEE DOCUMENT 6.0 OPERATING MODEL PLAN 			<p>Sept – Oct: Finalize go-forward organization model and recommendations to present to President and Board of Governors</p> <p>Oct – Dec: Communicate go forward roles, workflows, and organizational model</p>
4	<p>Clear and integrated performance objectives and measures</p> <ul style="list-style-type: none"> - Develop performance objectives and measure of success for SVPRO and IIU Directors and staff to ensure alignment of day to day activities with commitments and procedures with Policy 131 and Policy 3 - Develop performance objectives and measures of success for individuals in roles that interact/intersect with SVPRO and IIU roles and with Policy 131 procedures 	<ul style="list-style-type: none"> - VP Students - VP HR - Director SVPROs - Director IIU 	<ul style="list-style-type: none"> - Director of HR UBCO - Managing Director HR UBC - Director HR VPS 	Ongoing activity
6	<p>Robust and constructive feedback and engagement loops</p> <ul style="list-style-type: none"> - Establish Advisory Councils for each unit and set schedule of meetings and engagement mechanisms - Create regular cadence of meetings with those involved in Policy 131 and or Policy 3 incidents and procedures to share learnings, practices, gaps, strategies, need for clarity - Establish bi-annual appreciative inquiry workshops to share successes, work through areas of conflict, and reset/renew relationships 	<ul style="list-style-type: none"> - Director SVPROs - Director IIU <p>External facilitators will assist</p>	<ul style="list-style-type: none"> - VPS / SHHS Leaders - HR Advisory Services teams 	<p>May - ongoing: Establish cadence of meetings; hold meetings; and capture dialogue</p> <p>June – July: Establish Advisory Committees</p>
7	<p>Support for professional development and support for ongoing certification/education</p> <ul style="list-style-type: none"> - Identify professional and career aspirations, develop learning plans, and deliver on learning commitments - Identify cross community and sector development opportunities 	<ul style="list-style-type: none"> - VP Students - VP HR - Director SVPROs - Director IIU 	WEL Team	Ongoing activity

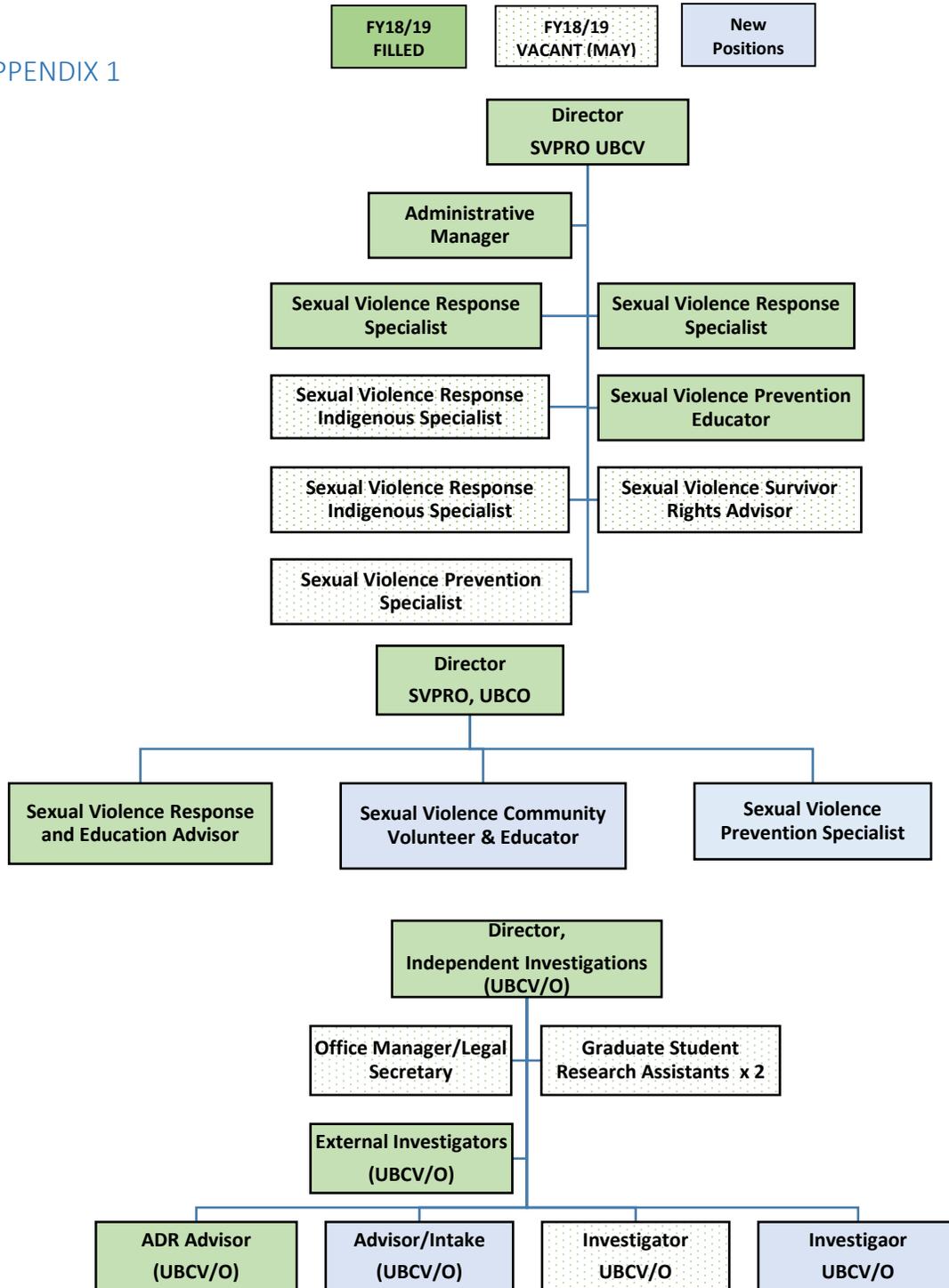


Policy 131 Implementation Plan – 1.0 Resourcing & Recruitment Plan

#	High level Actions & Next Steps	Lead	Support	Timeframe
8	<p>Wellbeing plans to ensure the physical, mental, and spiritual wellbeing of resources dealing in a difficult arena</p> <ul style="list-style-type: none"> - Establish and commit to wellbeing strategies for Directors, SVPRO, IIU, and Student Development & Services staff 	<ul style="list-style-type: none"> - VP Students - VP HR - Director SVPROs - Director IIU 	Wellbeing Team (HR)	Ongoing activity
9	<p>Succession Planning for Director level and key roles</p> <ul style="list-style-type: none"> - Evolve Director level and senior professionals job descriptions and skills matrices as implementation continues - Identify emerging leaders and professionals with required background and professional expertise and identify required growth and development over 3 to 5 years - Link to development plans 	<ul style="list-style-type: none"> - VP Students - VP HR - Director SVPROs - Director IIU 	WEL team	Ongoing activity



APPENDIX 1





POLICY 131 IMPLEMENTATION

2.0 ONE YEAR RETROSPECTIVE ASSESSMENT OF POLICY AND PROCEDURES PLAN

PREPARED: MAY 2018



Policy 131 Implementation Plan – 2.0 One-Year Retrospective Assessment Of Policy And Procedures Plan

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PURPOSE

The purpose of the One-Year Retrospective Assessment of Policy and Procedures Plan is to capture issues raised over the last year regarding the language and content of Policy 131 procedures; and the application of Policy 131 in regards to reporting and investigative processes and procedures; and consistency and clarity of definitions, authorities and approvals. From this Retrospective Assessment, recommendations will be developed for revisions in the immediate term with an understanding that a full policy review will be done in May 2020.

BACKGROUND

In late 2015, a committee was established to develop a sexual assault policy for the University. In April, 2016, the Provincial Government passed legislation (*Sexual Violence and Misconduct Policy Act*) requiring all BC post-secondary institutions to establish and implement a sexual misconduct policy by May 18, 2017.

In February 2016, a UBC Sexual Assault Panel was appointed to undertake a review of sexual assault and make recommendations for University policy and practice. The panel report was released in June, 2016. A draft policy was presented to the Board of Governors in June, 2016. Extensive consultation was then undertaken with the UBC community, resulting in over 160 written submissions that touched on all aspects of the draft policy, focused on the need for a central support office; and the need for a separate and distinct investigatory process.

In October 2016, as a comprehensive rewrite of the proposed policy began, and a Steering Committee was convened on sexual assault to recognize and bring together work happening across UBC's campuses around issues of sexual assault. In late 2016, resources were approved for a central support office, and for a separate and distinct investigatory process.

Following a second round of consultation with the UBC community, Policy #131 – Sexual Assault and other Sexual Misconduct was approved by the Board of Governors on April 13. The new policy took effect May 18, 2017.

The Policy reflects key aspects of the consultation noted above including:

- The principles and commitments UBC will follow.
- Definitions for key terms such as 'sexual misconduct', 'consent', 'disclosure', 'report'.
- Details of UBC's support services and accommodations.
- UBC's commitment to confidentiality and privacy, and information about when UBC might be legally obligated to protect or disclose personal information.
- A broad scope, to cover all forms of sexual misconduct.



Policy 131 Implementation Plan – 2.0 One-Year Retrospective Assessment Of Policy And Procedures Plan

- A description of UBC’s new Sexual Violence Prevention and Response Office and the services it will provide.
- Procedures setting out a separate and distinct investigatory process to address reports of sexual misconduct.

IMPLEMENTATION EXPERIENCE

Over the last 12 months, as the implementation of Policy 131 has been rolled out along with the hiring of key personnel to establish the SVPRO and IIU; questions and issues have been raised by SVPRO and IIU resources, AMS, GSS, Board of Governors, and other key stakeholders regarding Policy 131 content and language and application of that language in each section of the Policy and Procedures.

In addition, the Retrospective Assessment of Policy 131 will identify intersecting policies such as Policy 3 (Discrimination and Harassment); Policy 14 (Response to At-Risk Behaviours); Policy 95 (Investigations and Guidelines for Investigations); Policy 7 (University Safety); Respectful Workplace Statement; and Non-Academic Student Misconduct Process. Additionally, we will evaluate the intersection with Employment Law, Employment Standards, WorkSafe BC regulations; and Collective Agreement terms and conditions.

Policy Sections:

1. Principles & Commitments
2. SVPRO Responsibilities
3. Disclosures
4. Reports
5. Anonymous and Third Party Allegations
6. Conflicts of Interest
7. Policy Review
8. Definitions

Procedures Sections:

1. General (includes role of IIU)
2. Reports
3. Initial Review
4. Investigations
5. Outcomes & Disciplinary Measures
6. Confidentiality & Privacy

Specific questions and issues have been raised through stakeholders on the following:

1. Jurisdiction – on campus, fraternities, off campus, who is a UBC community member?
2. Definitions – Consent, Disclosure, Report
3. Confidential & Privacy
4. Appeal Process



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5. Role and Responsibilities – SVPRO Directors, IIU Directors, SVPRO Teams, IIU team, RLMs, RAs, Human Resources, Faculty Relations, Campus Security, etc.
6. Procedural Fairness
7. Retaliation
8. Accommodations & Concessions – Academic, Facilities, Health
9. Alternative Dispute Resolution Procedures
10. Respondents’ Rights
11. Investigation Timelines
12. Intersection with Senate and Board Policies
13. Intersection with Student, Faculty and Staff Policies
14. Intersection with external legislation, regulations – e.g. WorkSafe BC, Employment Standards, Human Rights, etc.

While active consultation has been ongoing throughout the year to address questions and issues raised by key stakeholders such as the AMS, the Board of Governors, respondents, witnesses, survivors; the objective of this One-Year Retrospective Assessment of Policy & Procedures is to more formally address the language concerns raised by stakeholders through the following actions:

1. Capturing past and ongoing feedback from key internal stakeholders identifying questions, issues, and gaps on Policy language and procedures
2. Reviewing past and needed legal opinions on specific areas of language and procedures
3. Reviewing Senate, Board, Student, Faculty and Staff Policies for intersection with Policy 131
4. Identifying gaps between intent of Policy versus application of Policy
5. Refining language as required and consult on changes to languages with key stakeholders
6. Capturing implementation experiences of other Canadian universities in implementing their Policy
7. Seeking approvals from President, Executive and Board of Governors on any proposed changes
8. Revising Policy 131 and communicate revisions to all key stakeholders
9. Modifying any education/training/awareness materials to reflect changes

HIGH LEVEL ACTION PLAN

A high level action plan with timelines, accountabilities and desired outcomes is outlined below and will be managed through the Vice-President, Students, Vice-President, Human Resources and the University Counsel to ensure progress is achieved. The Directors of SVPRO and the Director of Investigation will work closely with the VPs and University Counsel and their staff to participate in this plan in concert with the work that will be undertaken in 4.0 Operating Model Plan activities.



Policy 131 Implementation Plan – 2.0 One-Year Retrospective Assessment Of Policy And Procedures Plan

#	High Level Actions & Key Steps	Lead	Support	Timeframe
1.	<p>Capture feedback and concerns from key stakeholders</p> <ul style="list-style-type: none"> • Capture past and ongoing feedback • Identify list of internal key stakeholders and invite to participate in written consultation process • Schedule follow-up meetings and manage logistics for meetings • Document discussion from consultations and prioritize key items with estimated timeframes to resolve • Capture and document discussions (email and in person meetings) into a summary report with any mitigation/revisions undertaken and or planned for three-year formal review • Prepare and submit preliminary report for President and Board of Governors 	<ul style="list-style-type: none"> - VP HR - VP Students 	<ul style="list-style-type: none"> - VP Students with team - VP HR with team - Directors SVPRO - Directors IIU - VP External Relations & Communications and Team - University Counsel and team 	<ul style="list-style-type: none"> - June – July: capture feedback from inventory, written and verbal consultation sessions - Jul – Sept: Documentation of findings, priorities, and next steps and consolidation with Operating Plan findings - Sept: BOG/Committee Presentation - Jun – Sept: address straightforward low complexity changes to enhance ongoing implementation
2.	<p>Review past and required legal opinions on specific areas including alignment with legislation and regulations (e.g. WorkSafe BC, Employment Labour Standards, Human Rights)</p> <ul style="list-style-type: none"> • Review previous opinions provided from external counsel • Identify and gather potential gaps or concerns identified in implementation and obtain legal opinions • Identify priority areas to address with estimated timeframes to resolve 	<ul style="list-style-type: none"> - University Counsel through external Counsel 	<ul style="list-style-type: none"> - VP Students with team - VP HR with team - Directors SVPRO - Director IIU 	<ul style="list-style-type: none"> - Mid May – End June: initial review - July – Sept: Documentation of findings, priorities, and next steps and consolidation with Operating Plan findings - Sept: BOG/Committee Presentation - Sept – Dec: Implementation of changes
3.	<p>Review Senate, Board, Student, Faculty and Staff Policies for intersections with Policy 131</p> <ul style="list-style-type: none"> • Identify intersecting Senate, Student, Faculty, and Staff policies through consultation and policy review • Identify gaps and issues with intersection to Policy 131 • Identify priority areas to addresses and develop recommendations for solutions • Present gaps, priorities, impacts, and recommendations to relevant to 	<ul style="list-style-type: none"> - University Counsel through external Counsel 	<ul style="list-style-type: none"> - Provost & VP Academic UBC - Provost UBCO - Senate Board Secretariat - BOG Board Secretariat - Managing Director HR Advisory Services 	<ul style="list-style-type: none"> - Mid May – End Jun: initial review - Jul – Sept: Documentation of findings, priorities, and next steps and consolidation with Operating Plan findings - Sept: Senate and BOG/Committee Presentation for approval



Policy 131 Implementation Plan – 2.0 One-Year Retrospective Assessment Of Policy And Procedures Plan

#	High Level Actions & Key Steps	Lead	Support	Timeframe
	<p>Executive, President, BOG, Senate governance bodies for approval and/or guidance</p> <ul style="list-style-type: none"> Establish timeframes for implementation of approved recommended changes 			<ul style="list-style-type: none"> Sept – Dec: Implementation of changes
4.	<p>Identify gaps between intent of Policy versus application of Policy</p> <ul style="list-style-type: none"> As part of, and in addition to, work described above (1, 2, 3) identify gaps in awareness, communications, training, education, investigation processes, hiring, onboarding, operations, etc.; through consultations with key stakeholders Identify gaps and issues with application and sustainment of Policy 131 through consultation and feedback sessions Identify priority areas to addresses and develop recommendation for solutions and impacts for Executive, President, and BOG approval Present gaps, priorities and recommendations to Executive, President, and BOG for direction and recommendations approval 	<ul style="list-style-type: none"> VP Students VP HR 	<ul style="list-style-type: none"> VP Students Team VP HR Team Directors SVPRO Director IIU VP External Relations & Communications and Team AVP Students (UBCO) 	<ul style="list-style-type: none"> Jun – Aug: focus groups within departments with those with responsibilities and interactions under Policy 131 Aug – Sept: Documentation of findings, priorities, and next steps and consolidation with Operating Plan findings Sept - Dec: address straightforward low complexity changes to enhance ongoing implementation Sept: BOG/Committee Presentation
5.	<p>Conduct benchmarking with other Canadian Universities on their SVPR policies and implementation learnings; issues and challenges; and planned changes</p>	<ul style="list-style-type: none"> VP HR 	-	<ul style="list-style-type: none"> Jun – Jul : consult with University Executives responsible for SVPR policy Aug – Sept: document findings and recommendations Sept: BOG/Committee Presentation
6.	<p>Refine language and consult on revisions to languages with key stakeholders</p> <ul style="list-style-type: none"> Re-engage with key stakeholders to review revisions Prepare format for consultation Schedule follow up meetings and manage logistics for meetings 	<ul style="list-style-type: none"> VP Students VP HR University Counsel 	<ul style="list-style-type: none"> VP Students Team VP HR Team Directors SVPRO Director IIU VP External Relations & Communications and Team 	<ul style="list-style-type: none"> Oct – Dec: re-engagement and refinement of documents Oct – Dec: implement straightforward low complexity changes



Policy 131 Implementation Plan – 2.0 One-Year Retrospective Assessment Of Policy And Procedures Plan

#	High Level Actions & Key Steps	Lead	Support	Timeframe
	<ul style="list-style-type: none"> Document discussions from consultation and prioritize concerns, risks, impacts Prepare and submit Final report for President and Board of Governors 			<ul style="list-style-type: none"> Dec – Jan: BOG/Committee presentation
7.	<p>Revise Policy 131 and communicate to all key stakeholders</p> <ul style="list-style-type: none"> Finalize documentation of revisions in all related policies, procedures, manuals, communications materials, job descriptions, websites, etc. Create comprehensive communications plan and related materials Execute on communications plan 	<ul style="list-style-type: none"> Directors SVPRO Director IIU VP External Relations & Communications and Team 	<ul style="list-style-type: none"> VP Students and Team VP HR and Team 	<ul style="list-style-type: none"> Sept - Oct: develop comprehensive communications plan Aug – Dec: finalize materials as created/approved Nov – Feb: execute communications plan (ongoing deliverable)
8.	<p>Modify any education/training/awareness materials to reflect revisions</p> <ul style="list-style-type: none"> Finalize documentation of revisions in all existing related training and education materials Create new training, awareness and education materials Create comprehensive training, education and awareness plan and related materials Execute on plans 	<ul style="list-style-type: none"> Directors SVPRO Director IIU VP External Relations & Communications and Team VP Students and Team VP HR and Team 	<ul style="list-style-type: none"> Same as leads and support throughout organization 	<ul style="list-style-type: none"> Sept - Oct: develop comprehensive training, education and awareness plans Aug – Dec: finalize materials as items created/approved Nov – Feb: execute on plans (ongoing deliverable)

END OF DOCUMENT

[REFER TO 2.0 APPENDIX 1 FOR CONSULTATION FEEDBACK FORM](#)



APPENDIX 1

PURPOSE

The purpose of this Consultant/Feedback Form is to gather constructive and objective feedback from internal key stakeholders involved with the implementation of Policy 131 over the last 12 months. A formal three-year broader stakeholder based review will be undertaken in May 2020. The information gathered through this form and follow up discussions will inform the University where the application of the policy and procedures has been effective; and where there are potential concerns, gaps, lack of clarity, and or risks in the application of the Policy commitments or procedures. The highlights of the feedback will shape the degree to which any language, procedures, or accountabilities are modified.

Please indicate your name and position/role within the University environment in the box below.

Name:	
Position/Role:	
Location:	
Representing:	

Please send the completed document by email to xxxxxx by xxxxx.

Thank you for being part of this important evaluation and consultation process.



PART 1 - POLICY SECTION

Instructions: Based on your experience, interactions, consultations, engagements, insights...what are the issues and gaps associated with the following sections of the Policy that require revisions. Please also indicate where the policy commitment statements and or language have been effective and any suggestions for modification of language and or procedures that will strengthen the policy. Please indicate “n/a” or “no comment” in sections that you have no feedback to share.

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
1	Principles & Commitments		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
2	SVPRO Responsibilities		
3	Disclosures		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
4	Reports		
5	Anonymous and Third Party Allegations		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
6	Conflicts of Interest		
7	Policy Review		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
8	Definitions		
9	General Comments		



PART 2 - PROCEDURES SECTION

Instructions: Based on your experience, interactions, consultations, engagements, insights...what are the issues and or gaps associated with the procedures section that require revisions. Please also indicate where the procedure statements and or language have been effective and any suggestions for modification of language or procedures that will strengthen the language and or procedures. Please indicate “n/a” or “no comment” in sections that you have no feedback to share.

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
1	General		
2	Reports		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
3	Initial Review		
4	Investigations		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
5	Outcomes & Disciplinary Measures		
6	Confidentiality & Privacy		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

Sec	Section Name	Insights/Observations/Suggestions	For reference purposes, please refer to any previous communications on this topic
7	General Comments		



PART 3 – CLARIFICATION THEMES

Instructions: Over the last 12 months, specific questions, issues and concerns have been raised by key stakeholders seeking clarity of meaning, intent, and use of language in the topics noted below. Please provide any comments, suggestions and issues so that required revisions can be considered. Please indicate “n/a” or “no comment” in sections that you have no feedback to share.

#	Topic Area	Comments/Suggestions/Issues	For reference purposes, please refer to any previous communications on this topic
1	Jurisdiction (on campus, fraternities, off campus)		
2	Definitions (Consent, Disclosure, Report)		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

#	Topic Area	Comments/Suggestions/Issues	For reference purposes, please refer to any previous communications on this topic
3	Confidential & Privacy (Survivor, Witnesses, Respondents)		
4	Appeal Process		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

#	Topic Area	Comments/Suggestions/Issues	For reference purposes, please refer to any previous communications on this topic
5	Roles & Responsibilities: SVPRO Directors SVPRO team Director of Investigations IIU Team RLMs, RAs Campus Security Human Resources Faculty Relations		
6	Procedural Fairness		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

#	Topic Area	Comments/Suggestions/Issues	For reference purposes, please refer to any previous communications on this topic
7	Retaliation		
8	Accommodations & Concessions – Academic, Facilities, Health		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

#	Topic Area	Comments/Suggestions/Issues	For reference purposes, please refer to any previous communications on this topic
9	Alternative Dispute Resolution Procedures		
10	Respondents' Rights		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

#	Topic Area	Comments/Suggestions/Issues	For reference purposes, please refer to any previous communications on this topic
11	Investigation Timelines		
12	Intersection with Senate and Board Policies		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

#	Topic Area	Comments/Suggestions/Issues	For reference purposes, please refer to any previous communications on this topic
13	Intersection with Student, Faculty and Staff Policies		
14	Intersection with external legislation, regulations (e.g. WorkSafe BC, Employment Standards, Human Rights, etc.)		



Policy 13 Implementation Plan – 2.0 Appendix 1 - One-Year Retrospective Assessment of Policy and Procedures Plan – Feedback Form

#	Topic Area	Comments/Suggestions/Issues	For reference purposes, please refer to any previous communications on this topic
15	General Comments		

END OF DOCUMENT



POLICY 131 IMPLEMENTATION

3.0 AWARENESS AND COMMUNICATIONS PLAN

PREPARED: MAY 2018



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COMMITMENT

UBC has a responsibility to maintain a respectful environment where its members can study, work, and live free from sexual misconduct. Policy 131 articulates UBC’s duty and commitment to support members of the UBC community who are impacted by sexual misconduct, to provide a central site for information regarding the resources and options available to those affected by sexual misconduct, to create and make available programs and resources to educate its community on the prevention of sexual misconduct, and to provide a process to respond to and to investigate allegations of sexual misconduct. Policy 131:

- sets out the principles the University will adhere to with regard to sexual misconduct,
- articulates conduct expectations for all members of the UBC community, and
- outlines the processes and procedures the University will follow when responding to and investigating allegations of sexual misconduct.

Implementation of Policy 131 began in late May 2017. The Policy states UBC’s commitment to reviewing this Policy at least once every three years, in consultation with students and other members of the UBC Community. The formal three-year review will be undertaken in May 2020.

In April of 2018, the Vice-President, Human Resources and Vice-President, Students agreed to create and communicate structured implementation plans including Awareness and Communication activities across both campuses to guide the ongoing implementation and to ensure UBC’s commitments under Policy 131 are demonstrated.

PURPOSE

The purpose of the Awareness and Communications Plan is to outline the communication objectives related to Policy 131 (and Policy 3); outline how awareness will be raised broadly about the new Sexual Violence, Prevention, Response Office (“SVPRO”) and the Independent Investigations Unit (“IIU”); establish standard key messages that will be shared through central communications channels; and delineate accountability for executing these accountabilities and communications.

COMMUNICATIONS STRATEGY OBJECTIVES

The objective of this proactive strategy is to increase awareness more broadly within the university community and externally, of the UBC Sexual Assault and Other Sexual Misconduct Policy (131) as well as the supports available through the Sexual Violence Prevention and Response and Independent Investigations Offices.

OBJECTIVES:

- Increase awareness of Sexual Violence Prevention and Response Offices
- Increase awareness of the Independent Investigations Unit
- Renew trust and confidence in the institution’s response to sexual violence.



- Create a plan to communicate annual statistics that are regularly tracked and reported in regards to in Policy #131 and Policy #3

The Awareness and Communications Plan operates in conjunction with the Education Plan to accomplish these objectives.

ACTION PLAN ACCOUNTABILITIES

Completing the actions under the Awareness and Communications Plan is the responsibility of the Directors of SVPRO (UBC-V and UBC-O) and the Director, IIU; and the Vice-President, Students (UBC-V); AVP Students (UBC-O) and Vice-President, Human Resources for the Director levels. The Directors will be supported by the Managing Director, Student Development & Services (UBC-V), the Director of Human Resources (UBC-O), the Managing Director, HR Advisory Services, AVP of Communications; and the Director of Media Relations. The Vice-President, Students (UBC-V), AVP Students (UBC-O) and Vice-President, Human Resources will provide executive oversight to the SVPRO Directors and IIU Director; address any escalated issues; budget approvals; and Board of Governor approvals.

APPROACH

The approach to awareness and communications is multi-faceted and geared to survivors, support groups, witnesses, and leaders at academic, student and staff levels. There will be a variety of mechanisms used to enhance awareness and communicate key messages such as digital signage; informative websites; targeted campaigns; regular articles; regular focus groups; access to specialists with answers; and consistent follow-up.

The timing of the delivery of these mechanisms is tied to key touchpoints in the life of students, faculty and staff such as the opening of the academic year; moving into residence; orientations; town halls and special events; and other key activities that gather together all of those that may be impacted by sexual harassment, sexual misconduct and or sexual assault. We will also align campaigns to UBC life on both campuses, with Student Campaigns (e.g. AMS, GSS, UBKSUO); as well as to any external community campaigns.

Interaction and integration with others across UBC that engage with students, faculty and staff will be key; and therefore regular consultation, feedback, and support will be undertaken with Student Leadership, Student Services, Faculty Leadership, Staff Leadership and Central Support Teams. While SVPRO and IIU Directors have direct leadership accountabilities for the implementation of Policy 131 and Policy 3 (for IIU), they are integrally linked with units across UBC and rely on their support, advice and guidance.

In order to ensure consistency, alignment, effectiveness, timeliness and meaningful impact of communications, the following work is currently underway or will begin shortly:

- Identification of key objectives and goals of the Communication Strategy & Plan and seeking of alignment with common goals and objectives of other key internal stakeholders (e.g. AMS, GSS, UBKSUO)



Policy 131 Implementation – 3.0 Awareness & Communications Plan

- Identification of “high-stress” times of the academic year and campus-related activities and events associated with the consumption of drugs/alcohol may increase likelihood of disclosure
- Development of performance objectives and measure of success for communications plan deliverables to ensure alignment with Policy 131 and consistency between SVPRO-V, SVPRO-O and IIU; and with those that share accountabilities and or work closely with SVPRO and IIU teams
- Consultation and feedback with students, faculty and staff on the key touchpoints with Policy 131 and Policy 3 through focus groups and regular interactions
- Creation of effective, relevant and timely communication mechanisms and messages
- Creation of a university position statement on sexual assault that includes commitment to zero tolerance for sexual violence and support for survivors and acknowledgement of institutional responsibility
- Identification and coordination mechanisms across existing faculty, department and unit communication channels to ensure consistency
- Determining an evaluation framework and benchmarks to measure effectiveness of the plan
- Continuous review, refresh and refine the communications strategy over the next 12 months to reflect learning experiences

HIGH LEVEL ACTION PLAN

#	High level Actions & Next Steps	Lead	Support	Timeframe
1	<p>Develop and implement comprehensive communications strategy and plan including:</p> <ul style="list-style-type: none"> - Identify communication goals and objectives. - Engage with students, faculty and staff through focus groups and regular consultation to understand effective communication mechanisms and messages format - Engage with other teams that interact with Students, Faculty and Staff to understand known and required touchpoints with Policy 131 and Policy 3 - Engage with key stakeholders that have periphery responsibilities related to Policy 131 and Policy 3 (e.g. AMS, GSS, UBCSUO, Ombudsperson, Unions, Associations – both UBC-V and UBC-O campuses) - Create university position statement on sexual assault - Create key messages and proof points - Identify and coordinate across existing faculty, department and unit communication channels to ensure consistency. - Determine evaluation framework and benchmarks and schedule of feedback 	<ul style="list-style-type: none"> - VP Students - VP HR - Director SVPROs - Director, IIU 	<ul style="list-style-type: none"> - Managing Director, Student Development & Services - Managing Director, HR Advisory Services - Communications HR, - Communications, Students - Media Relations 	<p>April – July: finalize goals, objectives, key messages, target audiences and communication channels</p>



Policy 131 Implementation – 3.0 Awareness & Communications Plan

#	High level Actions & Next Steps	Lead	Support	Timeframe
	<ul style="list-style-type: none"> - Create campaign calendar and plan for development of required materials 			
2	<p>Develop and implement awareness building and engagement campaigns.</p> <ul style="list-style-type: none"> - Identify key stakeholders and convene working groups. - Tailor themes, key messages and touchpoints for target audiences - Utilize and coordinate across existing communication channels. - Create collateral materials and enhance required channels (e.g. websites) - Conduct focus groups to gather target audience feedback - Finalize budgets 	<ul style="list-style-type: none"> - VP Students - VP HR - Director SVPROs - Director, IIU 	<ul style="list-style-type: none"> - Managing Director, Student Development & Services - Managing Director, HR Advisory Services - Communications HR, - Communications, Students - Media Relations - Health Promotion - SHHS - AMS - GSS - EIO 	<p>Sept: Present Campaign Plan and High Level materials to BOG/Committee</p> <p>Sept: ‘We Believe You’</p> <p>Oct: ‘Consent is Clear’</p> <p>Nov: ‘Know Your Options’</p> <p>Jan: Sexual Assault Awareness Month</p> <p>Feb: ‘Know Your Options’</p> <p>Sept - April: Conduct Focus groups on continuous basis</p> <p>April: Provide update to BOG/Committee</p> <p>May – June (2019): consolidate feedback from focus groups and revise materials for 2019/20 Academic Year</p>
3	<p>Develop and implement passive programming to promote campus resources for survivors of sexual assault</p> <ul style="list-style-type: none"> - Identify “high-stress” times of the academic year and campus-related activities and events - Design and launch online/offline passive programming to reinforce key messaging in active campaigns (poster, booths, buttons, digital signage etc. 	<ul style="list-style-type: none"> - Director SVPROs - SHHS - AMS - GSS 		<p>Ongoing Activities: Alignment with Exam periods, Reading Week, Pit Night, AMS Block Party</p>
4	<p>In collaboration with others, design and deliver collateral for communication tactics including:</p> <ul style="list-style-type: none"> - Design and launch of Websites for SVPROs and IU - Create 4-page 8x10 step-by-step guide for faculty and staff responding to students who disclose sexual assault - Design and install signage (digital, print, wayfinding) - Design campaign-specific collateral 	<ul style="list-style-type: none"> - Director SVPROs - Director, IIU 	<ul style="list-style-type: none"> - Communications HR - Communications Students - Media Relations 	<p>March - May: Design and launch of SVPRO website and IIU website</p> <p>June – August: Create awareness guide and distribute by end of August</p> <p>June – August: Create signage and install by end of August</p>
5	<p>Communication regarding Clarity in roles and accountabilities</p> <ul style="list-style-type: none"> - Engage with other communication and awareness teams that interact with Students, Faculty and Staff to understand roles and accountabilities 	<ul style="list-style-type: none"> - Director of HR UBC-O - Managing Director HR UBC 	<ul style="list-style-type: none"> - SVPROs’ Teams - IIU Team - VPS/ SHHS Leaders - HR Advisory Services teams 	<p>May – July: Conduct facilitated sessions to capture role, responsibilities, touchpoints,</p>



Policy 131 Implementation – 3.0 Awareness & Communications Plan

#	High level Actions & Next Steps	Lead	Support	Timeframe
	<ul style="list-style-type: none"> - Engage with key stakeholders that have periphery communication/awareness responsibilities related to Policy 131 and Policy 3 (e.g. AMS, GSS, UBCSUO, Ombudsperson, Unions, Associations – both UBC-V and UBC-O campuses) to ensure consistency, accuracy and alignment - Create and implement communication plan to communicate changes to all impacted and or engaged resources in go forward organizational model aligned with Policy 131 and Policy 3 commitments and procedures (i.e. .Post Operating Model Plan deliverables) 	<ul style="list-style-type: none"> - Director HR VPS - Director SVPROs - Director IIU <p>External Facilitators will assist</p>	<ul style="list-style-type: none"> - University Counsel team - AMS - GSS - Ombudsperson - Union Leaders - Association Leaders 	<p>expectations, needs, gaps, etc.</p> <p>July – Aug: Integrate findings into Operating Mode Plan activities</p> <p>Sept: As part of overall framework - Finalize go-forward organization model and recommendations to present to President and Board of Governors</p> <p>Oct – Dec: Communicate go forward roles, workflows, and organizational model</p>
6	<p>Clear and integrated communication performance objectives and measures</p> <ul style="list-style-type: none"> - Develop performance objectives and measure of success for communications plan to ensure alignment with Policy 131 and consistency between SVPRO-V, SVPRO-O, and IIU - Manage communications activities and monitor progress - Refine communications strategy over first year to reflect learning experiences 	<ul style="list-style-type: none"> - VP Students - VP HR - Director SVPROs - Director of IIU 	<ul style="list-style-type: none"> - Communications HR, - Communications, Students - Media Relations - Director HR VPS 	<p>Ongoing activity</p>
7	<p>Robust and constructive feedback and engagement loops</p> <ul style="list-style-type: none"> - Participate in regular cadence of meetings with those involved in Policy 131 and or Policy 3 to share communication and awareness learnings, practices, gaps, strategies, need for clarity - Participate in bi-annual appreciative inquiry workshops to share successes, work through areas of conflict, and reset/renew relationships 	<ul style="list-style-type: none"> - Director SVPROs - Director IIU <p>External AI facilitators will assist</p>	<ul style="list-style-type: none"> - VPS / SHHS Leaders - HR Advisory Services teams - AMS - GSS - Ombudspersons 	<p>June - ongoing: Establish cadence of meetings; hold meetings; and capture dialogue</p>

End of Document



POLICY 131 IMPLEMENTATION

4.0 EDUCATION PLAN

PREPARED: MAY 2018



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COMMITMENT

UBC has a responsibility to maintain a respectful environment where its members can study, work, and live free from sexual misconduct. Policy 131 articulates UBC's duty and commitment to support members of the UBC community who are impacted by sexual misconduct, to provide a central site for information regarding the resources and options available to those affected by sexual misconduct, to create and make available programs and resources to educate its community on the prevention of sexual misconduct, and to provide a process to respond to and to investigate allegations of sexual misconduct. Policy 131:

- sets out the principles the University will adhere to with regard to sexual misconduct,
- articulates conduct expectations for all members of the UBC community, and
- outlines the processes and procedures the University will follow when responding to and investigating allegations of sexual misconduct.

Implementation of Policy 131 began in late May 2017. The Policy states UBC's commitment to reviewing this Policy at least once every three years, in consultation with students and other members of the UBC Community. The formal three-year review will be undertaken in May 2020.

In April of 2018, the Vice-President, Human Resources and Vice-President, Students agreed to create and communicate structured implementation plans including educational activities across both campuses, in order to build a culture of consent and to ensure UBC's commitments under Policy 131 are demonstrated.

PURPOSE

The overarching goal of this Education Plan is to build the capacity of the UBC community to respond and prevent sexual violence using a trauma-informed approach. The purpose of the Education Plan is to outline the key education objectives that will support the effective implementation of Policy 131 and specifically:

- a) educate key faculty, staff and student leaders about Policy 131 commitments and procedures and on prevention of sexual assault, misconduct and harassment;
- b) the role of the Sexual Violence, Prevention and Response Offices ("SVPRO") and the Independent Investigations Unit ("IIU"); and
- c) train key individuals on how to recognize and respond to sexual violence; and how to refer upon receiving a disclosure of sexual violence.



ACCOUNTABILITIES

Under Policy 131, the Sexual Violence Prevention and Response Offices are responsible for leading UBC-wide sexual violence prevention education program for faculty, staff and students. This Education Plan assumes that every UBC Community Member can be empowered through a combination of awareness, education and training initiatives to foster a Culture of Consent.

“Consent” is the voluntary agreement to the act or acts in question and to continue to engage in the act or acts. Voluntary agreement to engage in the activity or to continue to engage in the activity must be communicated through words or conduct

The Education Plan, in concert with the Awareness and Communication Plan; will increase understanding of the role all key stakeholders can take to create a culture of consent by knowing how and when they can take at least one of the following actions: a) supporting a survivor, b) safely intervening before, during or after an incident of sexual violence; and/or c) countering broader social attitudes and behaviours that normalize sexual violence.

The Independent Investigations Unit also has accountability for internal stakeholder training, however it is focused on topics such as complaint management, alternative dispute resolution techniques, trauma-informed investigative processes; Policy 3 and Policy 131 procedures; procedural fairness concepts; and guidance on implementing remediation steps resulting from investigations. The IIU is also responsible to ensure that all internal units at UBC understand the concepts of transparent, fair and legally compliant procedures related to respondent’s rights, in particular, statements of admission, disciplinary processes and access to appeal processes.

As required, the SVPRO and IIU teams will work with internal and external community agencies and associations to partner in advocacy, support, and education activities. In addition, the SVRPO and IIU Directors will also have Advisory Councils to seek expertise, advice, and professional support as needed.

Completing the actions under the Education Plan is the responsibility of the Directors of SVPRO (UBC-V and UBC-O) and the Director of Independent Investigations (IIU). The Directors will be supported by the Managing Director, Student Development & Services (UBC-V), the Director of HR (UBC-O), and the Managing Director, HR Advisory Services to ensure this plan is implemented.

APPROACH

The approach to education is multi-faceted and geared to students, staff, faculty, first responders, survivors, support groups, witnesses, and leaders at academic, student and staff levels. There will be a variety of mechanisms used to educate these key stakeholders including workshops, on-line training, orientations, one-on-one coaching, focus group pilot programs, peer education, and train-the-trainer programs.



Thoughtful reflection will be given on how to engage with survivors to understand their insights and knowledge of the processes, supports, and procedures of Policy 131. Engagement of those impacted by sexual assault, misconduct, or harassment will be led by SVPRO and IIU specialists.

The timing of the delivery of these mechanisms is tied to key touchpoints in the life of students, faculty and staff such as the opening of the academic year; orientations; town halls and special events; and other key activities that gather together all of those that may be impacted by sexual harassment, sexual misconduct and/or sexual assault. We will also align campaigns to UBC life on both campuses, with Student events (e.g. AMS, GSS); as well as to any external community campaigns.

Interaction and integration with others across UBC that engage with students, faculty and staff will be key; and therefore regular consultation, feedback, and support will be undertaken with Student Leadership, Student Services, Faculty Leadership, Staff Leadership and Central Support Teams. While SVPRO and IIU Directors have direct leadership accountabilities for the implementation of Policy 131 and Policy 3 (for IIU), they are integrally linked with units across UBC and rely on their support, advice and guidance.

In order to ensure consistency, alignment, effectiveness, timeliness and meaningful impact of the Education Plan objectives, the following work is currently underway or will begin shortly:

- Create and/or update core curriculum in consultation with key stakeholders.
- Develop foundational education and training workshops that can be tailored to specific audiences and contexts (e.g. Policy 131, Responding to Disclosures, Reporting to the University, Trauma Informed Practice, and Culture of Consent, Policy 3).
- Develop explicit learning outcome goals for all programs and determine techniques for determining participant knowledge retention
- Develop a rubric to set and evaluate learning outcomes criteria at particular levels of achievement of all programs including a scoring strategy
- Development of integrated performance objectives and measures of success for education plan deliverables to ensure alignment with Policy 131 and consistency between SVPRO-V, SVPRO-O and IIU; and with those that share accountabilities and or work closely with SVPRO and IIU teams
- Determining an evaluation framework and benchmarks to measure effectiveness of the Education plan and report annually to the Board of Governors
- Continuous review, refresh and refine the education strategy over the next 12 months to reflect learning experiences

An integral component of the Education Plan will be the focus on student leaders within ResLife, Jump Start and Collegia who will reach over 4,000 first year students living in residence, 8,000 upper level year students living in residence and 1,200 commuter students through Collegia. This will include professional development initiatives such as the Student Leadership Conference and student-led-year-round programming such as “Let’s Talk about Sex”.



Training and Education will also be implemented for administrative and academic leaders to interpret and apply Policy 131 within their faculties, departments, schools and institutes. There will also be focused training for adjudicators including Senates and Senate committees on both campuses that intersect with the application or appeal of Policy 131-related decisions including: Academic Policy Committees, Student Appeals on Academic Discipline, Academic Standing Appeal, Appeals of Standing and Discipline Committee, and Academic Misconduct.

HIGH LEVEL ACTION PLAN

#	High Level Actions & Key Steps	Lead	Support	Timeframe
1.	<p>Create and/or update core curriculum in consultation with key stakeholders:</p> <ul style="list-style-type: none"> - Consult key internal stakeholders and documents to identify education and training needs, gaps and priorities - Develop foundational tailored education and training workshops. - Pilot updated curriculum with referent groups. - Create model to develop and disseminate training tailored to audience and context on a large scale. - Determine learning outcomes and techniques to evaluate retention of training knowledge - Develop a rubric to set and evaluate learning outcomes criteria at particular levels of achievement of all programs including a scoring strategy 	<ul style="list-style-type: none"> - VP Students - VP HR - Director SVPROs - Director IIU 	<ul style="list-style-type: none"> - Sexual Assault Prevention Team (SAPT) - IIU/Investigation Office Educator - EIO - AMS - GSS 	<p>Apr – July: Consult with Stakeholders</p> <p>June – Aug: Design learning outcomes and rubrics</p> <p>June – Aug: Develop and pilot curriculum and finalize schedules</p> <p>Sept: Update BOG/Committee</p> <p>Aug – Dec: Launch, assess, and refine programs and rubric</p>
2.	<p>Facilitate training for student leaders including ResLife, Jump Start and Collegia student leader staff</p> <ul style="list-style-type: none"> - Tailor foundational workshops to ResLife student leader staff audience and context. - Embed core curriculum into existing training requirements or opportunities for student leaders including: Orientation Week, Spring Welcome - Facilitate training workshop at professional development initiatives for cross section of student leaders across campus including the <i>Student Leadership Conference</i> - Participate in staff and student-led year-round programming such as <i>Let's Talk About Sex</i> 	<ul style="list-style-type: none"> - SVPRO teams - SHHS Management - IIU Team 	<ul style="list-style-type: none"> - CSIC - Health Promotion - Student Leaders – AMS, GSS – UBCSUO both campuses 	<p>Apr – July: Consult with Stakeholders</p> <p>June – Aug: Consult, develop and pilot curriculum and workshops</p> <p>Sept: Update BOG/Committee</p> <p>Aug – Sept: Launch training of Student leaders during Orientation Week</p> <p>Jan 2019: Workshop at Student Leadership Conference</p> <p>Mar 2019: Workshop at Spring Welcome</p> <p>Aug – Mar: Launch, assess, and refine programs</p>



Policy 131 Implementation Plan – 4.0 Education Plan

#	High Level Actions & Key Steps	Lead	Support	Timeframe
3.	<p>Develop and implement training for Academic leaders to interpret and apply Policy 131 within their faculties, departments, schools and institutes.</p> <ul style="list-style-type: none"> - Identify and prioritize faculty in leadership or supervisory positions who routinely make decisions that relate to the interpretation and application of Policy 131 - Create opportunities to introduce, train or present core curriculum at senior administrator meetings such as Faculty Heads and Directors Meetings, Associate Deans Academic Meeting, Faculty Equity Leads Meetings, Faculty Wellness Liaisons Meetings - Partner w/ ALDP program to create workshop for new academic leaders that can be used as a template 	<ul style="list-style-type: none"> - SVPRO-V - IIU 	<ul style="list-style-type: none"> - Provost offices - ALDP team - Human Resources (V & O) - Faculty Relations 	<p>June – Aug: Consult, develop and pilot training curriculum and materials</p> <p>Sept: Update BOG/Committee</p> <p>Sept – Oct: Conduct Academic and Admin leadership orientations and workshops</p> <p>Oct – Dec: Assess, capture learnings, and adjust curriculum as needed</p>
4.	<p>Develop and implement training for adjudicators</p> <ul style="list-style-type: none"> - Consult key stakeholders and documents to identify education and training needs, gaps and priorities - Tailor foundational workshop for Senate committees in both campuses that intersect with the application or appeal of Policy 131-related decisions 	<ul style="list-style-type: none"> - SVPRO-V - IIU - Senate Offices 	<ul style="list-style-type: none"> - Provost Offices - University Counsel 	<p>June – Aug: Consults, develop and pilot training curriculum and materials</p> <p>Sept: Update BOG/Committee</p> <p>Sept – Nov: Conduct workshops</p> <p>Oct – Dec: Assess, capture learnings, and adjust curriculum as needed</p>
5.	<p>Develop and implement training for senior staff administrators to interpret and apply Policy 131 within their units</p> <ul style="list-style-type: none"> - Conduct “roadshow” for senior HR, unions and professional association representatives - Facilitate training workshops at UBC Advising Conference including pre-conference’ ½ day intensive training on trauma-informed practice 	<ul style="list-style-type: none"> - SVPRO-V & O - IIU - WEL 	<ul style="list-style-type: none"> - SD&S Management - HR - Faculty Relations 	<p>Aug – Sept: Consult, develop and pilot training curriculum and materials</p> <p>Oct – Dec: Conduct orientations and roadshow</p> <p>Feb 21, 2018: Present at Advising Conference</p>
6.	<p>Host Sexual Assault Awareness Month</p> <ul style="list-style-type: none"> - Establish stakeholders for working group - Schedule meetings and manage logistics for meetings - Identify theme and target audience - Organize signature event - Identify, invite and coordinate with keynote speakers 	<ul style="list-style-type: none"> - SVPRO-V 	<ul style="list-style-type: none"> - SHHS Management - EIO - A&D - Investigation Office Educator - Student Leaders – AMS, GSS – UBCSUO - both campuses 	<p>Oct - Nov: Consult, develop and design event</p> <p>Nov: Update BOG/Committee</p> <p>Dec – Jan: Communicate and deliver on events</p>



Policy 131 Implementation Plan – 4.0 Education Plan

#	High Level Actions & Key Steps	Lead	Support	Timeframe
				Feb – March: Assess, capture learnings, and adjust as needed
7.	Conduct formal evaluation in order to revise and update operationalized Education Plan <ul style="list-style-type: none"> - Assess rubric and make any required adjustments - Compile and review data - Identify, prepare and consult with key stakeholders to provide feedback on prevention education over the year - Gather information on training needs and priorities for upcoming year - Identify priority areas to address from evaluations - Draft Education Plan for upcoming year 	<ul style="list-style-type: none"> - SVPRO-V - IIU 	<ul style="list-style-type: none"> - VP HR with team - VP Students with team - SHHS Management - Student Leaders – AMS, GSS – UBCSUO both campuses - Provost Offices 	March – April (2019): Conduct formal evaluation May – Jul: Prepare Education Plan for upcoming year
8.	Develop a model to scale prevention initiatives for subsequent years <ul style="list-style-type: none"> - Create model to develop and disseminate training tailored to audience and context on a large scale such as “train-the-trainer” and “peer education” models for academic and administrative units. 	<ul style="list-style-type: none"> - SVPRO-V - IIU - WEL 	<ul style="list-style-type: none"> - VP HR - VP Students - Provost Offices 	March – April (2019): Consult and design model April – July (2019): pilot programs and refine Sept (2019): launch programs
9.	Develop clear and integrated performance objectives and measures focused on education <ul style="list-style-type: none"> - Develop specific performance objectives and measures of success for Education Plan to ensure alignment with Policy 131 - Manage education activities and monitor progress - Refine prevention strategy over first year to reflect learning experiences 	<ul style="list-style-type: none"> - VP Students - VP HR - Directors SVPROs - Director IIU 	<ul style="list-style-type: none"> - Communications HR, - Communications, Students - Media Relations - Director HR VPS 	Ongoing activity

END OF DOCUMENT



POLICY 131 IMPLEMENTATION

5.0 OPERATING MODEL PLAN

Prepared: May 2018



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OVERVIEW

UBC has a responsibility to maintain a respectful environment where its members can study, work, and live free from sexual misconduct. Policy 131 articulates UBC's duty and commitment to support members of the UBC community who are impacted by sexual misconduct, to provide central resources for information regarding the resources and options available to those affected by sexual misconduct, to create and make available programs and resources to educate its community on the prevention of sexual misconduct, and to provide a process to respond and investigate allegations of sexual misconduct.

UBC strives to maintain a respectful environment where its members can study, work and live free from sexual misconduct. Policy 131:

- sets out the principles the University will adhere to with regard to sexual misconduct;
- articulates conduct expectations for all members of the UBC community; and
- outlines the process and procedures the University will follow when responding to and investigating allegations of sexual misconduct.

Implementation of Policy 131 began in late May 2017. The Policy states UBC's commitment to reviewing this Policy at least once every three years, in consultation with students and other members of the UBC Community. That formal three-year review will occur in May 2020. However, UBC has recently committed to the Board of Governors to undertake a retrospective assessment of the first year's implementation progress as well as evaluate policy and procedure language. This assessment will start in the spring of 2018.

An overall Implementation Plan has been refreshed to guide the continued implementation of Policy 131 across both UBC campuses through several implementation component plans noted below:

1. Resourcing & Recruitment Plan
2. One Year Evaluation of Policy & Procedures Plan
3. Awareness & Communications Plan
4. Education Plan
5. Operating Model Plan

An integral aspect of the one-year retroactive assessment of implementation is engaging with key internal stakeholders to capture the gaps, successes, met and unmet expectations, ongoing needs for role and process clarity, as well as required integrated workflows. All of the learnings and insights from the work done in the component plans will be captured and leveraged in the discussions and planning for the go-forward Operating Model Plan.



Thoughtful reflection will be given on how to engage with survivors, witnesses and respondents to gain insights on their experiences with the resources, processes, supports, and procedures of Policy 131. Engagement of those impacted by sexual assault, misconduct, or harassment on their feedback must be led by SVPRO and IIU specialists.

PURPOSE

The purpose of the Operating Model Plan is to bring clarity to how the University resources and responds to all situations involving sexual harassments, misconduct and assault to achieve clarity in role accountabilities, application of policy and procedures, procedural intersections with other policies; clarity and workflow/process clarification.

APPROACH

A series of workshop will be held with key internal stakeholders to consult and dialogue on experiences over the last 12 months in regards to how the institution has been responding to situations related to sexual misconduct, sexual harassment and sexual assault including disclosure, reporting, and response procedures under Policy 131 and/or intersecting policies such as Policy 3 (Discrimination and Harassment); Policy 14 (Response to At-Risk Behaviours); Policy 95 (Investigations and Guidelines for Investigations); Policy 7 (University Safety); Respectful Workplace Statement; and Non-Academic Student Misconduct Process. These workshops will also examine intersection with Employment Law, Employment Standards, WorkSafe BC regulations; and Collective Agreement terms and conditions.

Follow-up workshops will occur in September and October at the two campuses as implementation of any procedures, roles and or practices changes occur to ensure the unique environments are considered.

Student Focus Workshops

Students – Disclosure, Response, Support Workflows

The intent of this one-day workshop is to gather key stakeholders including:

- Sexual Violence, Prevention and Response Offices Directors and teams at both UBCV and UBCO;
- Key internal leaders and team members in Student Life and Student Administration portfolios including representatives of Resident Advisors and Resident Life Managers;
- Student representatives (e.g. UBCV and UBCO representatives from AMS, GSS, UBCSUO, Ombudsperson);
- University Counsel representatives;
- Senior Leaders responsible for Students and Policy 131; at UBCV and UBCO; and



- Others that interact with those in dealing with disclosures, responses and or support workflows (internal and or external).

The workshop will:

- Capture current and future workflows while
- identifying role, policy and process gaps; and
- creating strategies to close gaps up to the point of reporting.

A Workshop Facilitator will lead the discussion workshop participants by:

- a) walking through various scenarios of when incidents occur;
- b) confirming what the current processes are to respond to disclosures;
- c) confirming what roles are involved in disclosures and support;
- d) identifying what gaps are in role clarity, processes, policies, procedures, authorities decision making; and
- e) Identifying what needs to happen from a) Policy, b) Procedures, c) People, d) Process and e) Organizational Structure aspects of the operating model in order to close the gaps and or strengthen process/procedures going forward.

Students – Reporting, Information Gathering, Investigations, Resolution Workflows

The intent of this one-day workshop is to gather key stakeholders in the Policy 131 Reporting and Investigations arena including:

- Director of Independent Investigations (DII) and team members;
- Sexual Violence, Prevention and Response Offices Directors both UBCV and UBCO;
- Key internal leaders and team members in Student Life and Student Administration portfolios including representatives of Resident Advisors and Resident Life Managers;
- Student representatives (e.g. UBCV and UBCO representatives from AMS, GSS, UBCSUO, Ombudsperson);
- University Counsel representatives;
- Senior Leaders responsible for Students and Policy 131; at UBCV and UBCO; and
- Others that interact with those in dealing with processes once a report has been made and investigative mechanisms (full investigations, alternative dispute resolutions, external processes, etc.) workflows.

The workshop will:

- capture current and future workflows while;
- identifying role, policy and process gaps; and
- creating strategies to close gaps by up to the point of findings and mitigation.

A Workshop Facilitator will lead the discussion workshop participants by:



- a) walking through various scenarios of formal reporting and investigative responses;
- b) confirming what the current processes are to report, investigate and remedy/mitigation;
- c) confirming what roles are involved in reporting, investigating, and remedying;
- d) identifying what gaps are in role clarity, processes, policies, procedures, authorities decision making; and
- e) Identifying what needs to happen from a) Policy, b) Procedures, c) People, d) Process and e) Organizational Structure aspects of the operating model in order to close the gaps and or strengthen process/procedures going forward.

Faculty & Staff Focus

Faculty & Staff - Disclosure, Response, Support Workflows

The intent of this one-day workshop is to gather key stakeholders including:

- Sexual Violence, Prevention and Response Offices Directors and teams at both UBCV and UBCO;
- Key internal leaders and team members in Faculty and Staff work environments such as HR Advisory Services; Faculty Relations, Labour Relations, UBCO Human Resources
- Faculty representatives including Deans, Administrative heads, Senior HR Leads;
- Provost and DVC UBCO office representatives;
- University Counsel representatives;
- Senior Leaders responsible for Faculty, Staff, and Policy 131; at UBCV and UBCO; and
- Others that interact with those in dealing with disclosures, responses and or support workflows (internal and or external).

The workshop will:

- capture current and future workflows while
- identifying role, policy and process gaps; and
- creating strategies to close gaps up to the point of reporting.

A Workshop Facilitator will lead the discussion workshop participants by:

- a) walking through various scenarios of when incidents occur;
- b) confirming what the current processes are to respond to disclosures;
- c) confirming what roles are involved in disclosures and support;
- d) identifying what gaps are in role clarity, processes, policies, procedures, authorities decision making; and
- e) Identifying what needs to happen from a) Policy, b) Procedures, c) People, d) Process and e) Organizational Structure aspects of the operating model in order to close the gaps and or strengthen process/procedures going forward.



Faculty and Staff – Reporting, Information Gathering, Investigations, Resolution Workflows

The intent of this one-day workshop is to gather key stakeholders including:

- Director of Independent Investigations (DII) and team members;
- Sexual Violence, Prevention and Response Offices Directors at both UBCV and UBCO;
- Key internal leaders and team members in Faculty and Staff work environments such as HR Advisory Services; Faculty Relations, Labour Relations, UBCO Human Resources
- Faculty representatives including Deans, Administrative heads, Senior HR Leads;
- Provost and DVC UBCO office representatives;
- Faculty Association representatives;
- Staff Union and Association representatives;
- University Counsel representatives;
- Senior Leaders responsible for Faculty, Staff and Policy 131; at UBCV and UBCO; and
- Others that interact with those in dealing with disclosures, responses and or support workflows (internal and or external).

In order to:

- capture current and future workflows while
- identifying role, policy and process gaps; and
- create strategies to close gaps up to the point of reporting.

A Workshop Facilitator will lead the discussion workshop participants by:

- a) walking through various scenarios of when incidents occur;
- b) confirming what the current processes are to respond to disclosures;
- c) confirming what roles are involved in disclosures and support;
- d) identifying what gaps are in role clarity, processes, policies, procedures, authorities decision making; and
- e) Identifying what needs to happen from a) Policy, b) Procedures, c) People, d) Process and e) Organizational Structure aspects of the organizational operating model in order to close the gaps and or strengthen process/procedures going forward.

Summary Workshop

The outputs of the four workshops noted above will be documented, consolidated and summarized into the following categories:

1. Description of all Scenarios
2. As is Processes/Procedures and Role Accountabilities
3. To Be Processes/Procedures and Roles Accountabilities



4. Summary of a) Policy, b) Procedures, c) People, d) Process and e) Organizational Structure Gaps and Mitigation Options
5. Recommendations going forward to close gaps and strengthen implementation including organizational structures and operating models

A fifth facilitated one-day workshop will occur bringing back all the workshops’ participants to present the outputs from each workshop to provide feedback and input; seek agreement on consistency and alignment with “to be” workflows; and review the consolidated summary of findings and recommendations. The workshop participants will also identify risk and challenges to implementation of the recommendations and create a high level framework for implementation.

A report will be prepared for the People, Community and International Committee outlining, at a high level, the approach taken; findings; recommendations; implementation steps and timeframes; risks and needs for successful implementation; as well as a high level implementation plan of recommendations.

HIGH LEVEL ACTION PLAN

	Item	Responsible	Due Date
1	Confirm participants for Student Workshops <ul style="list-style-type: none"> - Identify those involved to date in any situation - Identify those that support those involved - Identify those that have expertise or knowledge to support those involved 	Sonya Boyce Shilo St. Cyr Myrna McCallum Janet Teasdale Ian Cull Louise Cowin	By end of week of May 14, 2018
2	Confirm participants for Faculty & Staff Workshops <ul style="list-style-type: none"> - Identify those involved to date in any situation - Identify those that support those involved - Identify those that have expertise or knowledge to support those involved 	Sonya Boyce Shilo St. Cyr Myrna McCallum Linda McKnight Allison Matacheskie Gillian Henderson Barb Meens Thistle	By end of week of May 14, 2018
3	Draft Student Scenarios – one page overviews of all scenarios	Sonya Boyce Shilo St. Cyr Myrna McCallum Janet Teasdale Ian Cull Louise Cowin	By end of week of May 28, 2018
4	Draft Faculty and Staff Scenarios – one page overviews of all scenarios	Sonya Boyce Shilo St. Cyr Myrna McCallum Linda McKnight Allison Matacheskie	By end of week of May 28, 2018



	Item	Responsible	Due Date
		Gillian Henderson Barb Meens Thistle	
5	Conduct Interviews for key Workshop participants	Jeannie Wexler (WMC)	By end of week May 28, 2018
6	Finalize design of facilitated workshops	Jeannie Wexler (WMC) Louise Cowin Barb Meens Thistle Janet Teasdale Ian Cull Linda McKnight Allison Matacheskie Gillian Henderson	by June 15, 2018
7	Hold Facilitated Workshops	Jeannie Wexler (WMC) Barb Meens Thistle Louise Cowin Janet Teasdale Ian Cull Linda McKnight Allison Matacheskie Gillian Henderson	Throughout Weeks of June 18 and June 25, 2018
8	Consolidate Workshop findings and prepare draft summary report	Jeanine Wexler (WMC)	Month of July 2018
9	Review draft reports and proposed edits x 2	Louise Cowin Barb Meens Thistle Janet Teasdale Ian Cull Linda McKnight Gillian Henderson Sonya Boyce Myrna McCallum Shilo St. Cyr Allison Matacheskie	August 6 – August 24, 2018
10	Finalize report	Jeannie Wexler (WMC) Barb Meens Thistle Louise Cowin	Week of August 31, 2018
11	Prepare and submit report to Chair People, Community & International Committee and Chair of Board of Governors	Barb Meens Thistle Louise Cowin Linda McKnight Janet Teasdale Ian Cull Allison Matacheskie Gillian Henderson	By Sept 5, 2018
12	Present to People, Community & International Committee and receive approval/agreement to	Barb Meens Thistle Louise Cowin	September 13, 2018



	Item	Responsible	Due Date
	proceed with proposed recommendations on operating model	Myrna McCallum Shilo St. Cyr Sonya Boyce	
13	Implement recommendations	Myrna McCallum Shilo St. Cyr Sonya Boyce Janet Teasdale Ian Cull Linda McKnight Allison Matacheskie Gillian Henderson	Post September 30, 2018

END OF DOCUMENT

POLICY 131 - IMPLEMENTATION PLAN
 PHASE 2 & 3 SCHEDULE
 THE UNIVERSITY OF BRITISH COLUMBIA

ID	Task Name	% Complete	Duration	Start	Finish	2019												2020												2021											
						Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	S				
1	1.0 RESOURCING & RECRUITMENT PLAN	88%	403 days	29/03/18	31/10/19																																				
2	1.1 Implement Recruitment Plan	85%	403 days	29/03/18	31/10/19																																				
6	1.2 Implement comprehensive onboarding program	95%	272 days	01/05/18	31/05/19																																				
12	1.3 Clarity of roles and accountabilities	100%	206 days	01/05/18	28/02/19																																				
17	1.4 Robust and constructive feedback and engagement loops	85%	337 days	01/05/18	30/08/19																																				
20	2.0 ONE YEAR RETROSPECTIVE ASSESSMENT OF POLICY AND PROCEDURES PLAN	49%	676 days	15/05/18	31/12/20																																				
21	2.1 Capture feedback and concerns from key stakeholders	100%	86 days	01/06/18	03/10/18																																				
29	2.2 Review past and required legal opinions on specific areas including alignment with legislation and regulations (e.g. WorkSafe BC, Employment Standards, Human Rights)	77%	327 days	15/05/18	30/08/19																																				
37	2.3 Review Senate, Board, Student, Faculty and Staff Policies for intersections with Policy 131	78%	327 days	15/05/18	30/08/19																																				
45	2.4 Identify gaps between intent of Policy versus application of Policy	79%	315 days	01/06/18	30/08/19																																				
53	2.5 Conduct benchmarking with other Canadian Universities on their SVPR policies and implementation learnings; issues and challenges and planned changes	100%	140 days	05/06/18	28/12/18																																				
60	2.6 Revise required changes to Policy 131 procedures language as well as enhancements to definitions	0%	84 days	09/09/19	02/01/20																																				
63	2.7 Revise Policy 131 and communicate to all key stakeholders	0%	175 days	01/09/19	01/05/20																																				
67	2.8 Modify any education /training /awareness materials to reflect revisions	0%	175 days	01/05/20	31/12/20																																				
71	3.0 AWARENESS & COMMUNICATIONS PLAN	87%	379 days	01/03/18	30/08/19																																				
72	3.1 Develop and implement comprehensive communications strategy and plan	100%	227 days	30/03/18	28/02/19																																				
74	3.2 Develop and implement awareness building and engagement campaigns	86%	221 days	13/08/18	28/06/19																																				
80	3.3 Develop and implement passive programming to promote campus resources for survivors of sexual assault (ongoing)	75%	313 days	05/06/18	30/08/19																																				
82	3.4 In collaboration with others, design and deliver collateral for communication tactics	100%	248 days	01/03/18	28/02/19																																				
86	3.5 Communication regarding clarity in roles and accountabilities	100%	206 days	01/05/18	28/02/19																																				
91	3.6 Clear and integrated communication performance objectives and measures	75%	314 days?	04/06/18	30/08/19																																				
92	3.7 Robust and constructive feedback and engagement loops	75%	314 days	04/06/18	30/08/19																																				
93	4.0 EDUCATION PLAN	99%	307.6 da	29/03/18	20/06/19																																				
94	4.1 Create and/or update core curriculum in consultation with key stakeholders	100%	227 days	02/04/18	28/02/19																																				
103	4.2 Facilitate training for student leaders including ResLife, Jump Start and Collegia student leader staff	100%	249 days	29/03/18	29/03/19																																				

Project: Policy 131 - Implementation Plan
 Date: 14/05/19

Critical	Task	Manual Task	Duration-only	Baseline Milestone	Summary	External Tasks	Inactive Milestone
Critical Split	Split	Start-only	Baseline	Milestone	Manual Summary	External Milestone	Inactive Summary
Critical Progress	Task Progress	Finish-only	Baseline Split	Summary Progress	Project Summary	Inactive Task	Deadline

POLICY 131 - IMPLEMENTATION PLAN
 PHASE 2 & 3 SCHEDULE
 THE UNIVERSITY OF BRITISH COLUMBIA

ID	Task Name	% Complete	Duration	Start	Finish	2019												2020												2021											
						Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep				
113	4.3 Develop and implement training for Academic leaders to interpret and apply Policy 131 within their faculties, departments, schools and institutes	100%	183 days	04/06/18	28/02/19	100%																																			
121	4.4 Develop and implement training for adjudicators	92%	263.6 days	01/06/18	20/06/19	92%																																			
128	4.5 Develop and implement training for senior staff administrators to interpret and apply Policy 131 within their units	100%	138 days	31/07/18	21/02/19	100%																																			
132	4.6 Prepare and Host Sexual Assault Awareness Month	100%	81 days	01/10/18	31/01/19	100%																																			
139	5.0 OPERATING MODEL PLAN	33%	797 days	28/05/18	30/06/21	33%																																			
140	5.1 Conduct interviews for key Workshop participants	100%	5 days	28/05/18	01/06/18	100%																																			
141	5.2 Finalize design of facilitated workshops	100%	10 days	04/06/18	15/06/18	100%																																			
142	5.3 Hold Facilitated Workshops (June 25, 26, 28, 29)	100%	10 days	18/06/18	29/06/18	100%																																			
143	5.4 Consolidate Workshop findings and prepare draft summary report	100%	22 days	02/07/18	31/07/18	100%																																			
144	5.5 Review draft reports and proposed edits x 2	100%	4 days	27/08/18	30/08/18	100%																																			
145	5.6 Consult with key stakeholders and refine next steps in mitigating gaps and implementation	100%	33.56 days	20/08/18	05/10/18	100%																																			
146	5.7 Update People, Community & International Committee on September 13 to discuss findings, gaps and next steps in implementation	100%	0 days	13/09/18	13/09/18	◆ 13/09																																			
147	5.8 Proceed with implementing work to mitigate gaps and continued implementation	31%	725 days	10/09/18	30/06/21	31%																																			
148	5.8.1 Enhance Organizational Supports for Respondents	55%	327 days	10/09/18	20/12/19	55%																																			
151	5.8.2 Clarify and communicate definitions & application of Jurisdiction	87%	109 days	01/01/19	31/05/19	87%																																			
152	5.8.3 Determine required enhancements to confidential systems to track and report information	51%	298 days	01/10/18	02/12/19	51%																																			
155	5.8.4 Clarify Processes for Accommodation Concessions and Accommodations	52%	327 days	10/09/18	20/12/19	52%																																			
160	5.8.5 Continue to work on address concerns related to Retaliation	19%	725 days	10/09/18	30/06/21	19%																																			
166	5.8.6 Review Policy 14 (Interim Measures) to ensure integration with Policy 131 - ON HOLD UNTIL COMPLETION OF POLICY 131 REVIEW	0%	217 days	02/09/19	30/06/20	0%																																			
167	5.8.7 Explore options to enhance practices for communicating investigation report findings leading to disciplinary measures - Phase 1	0%	237 days	05/08/19	30/06/20	0%																																			
170	5.8.8 Clarify process integration related to Anonymous & Third Party complaints	0%	145 days	03/06/19	20/12/19	0%																																			
173	5.8.9 Enhance process to ensure timelines met and clarify disciplinary processes - Phase 1	25%	230 days	04/02/19	20/12/19	25%																																			
176	5.8.10 Continue work on integration on alignment of related and intersecting UBC policies as well as provincial polices (e.g. WorkSafe BC).	20%	345 days	04/02/19	29/05/20	20%																																			
177	5.8.11 Clarification on units and roles involved with Policy 131 and increase overall visibility	37%	464 days	10/09/18	30/06/20	37%																																			

Project: Policy 131 - Implementation Plan
 Date: 14/05/19

Critical	Task	Manual Task	Duration-only	Baseline Milestone	Summary	External Tasks	Inactive Milestone
Critical Split	Split	Start-only	Baseline	Milestone	Manual Summary	External Milestone	Inactive Summary
Critical Progress	Task Progress	Finish-only	Baseline Split	Summary Progress	Project Summary	Inactive Task	Deadline



Overview:

UBC Vancouver's SVPRO has been in operation for its first full, winter academic term (Sep 2018 to April 2019). Throughout the past year, the office continued to see a steady increase in the rate of referrals compared to the previous year. In total, SVPRO conducted **1100+ sessions with clients and received 256 disclosures** of sexual misconduct/ sexual violence from May 1, 2018 to April 30, 2019 in comparison to 159 disclosures received from May 18 2017 to April 30, 2018), showing a 61% increase in disclosures received.

Over the past year, the SVPRO engaged in a range of cross-campus awareness and education initiatives designed to 1) Build awareness of SVPRO and Policy 131; 2) Educate leaders and cultural influencers; 3) Train first responders and bystanders; and 4) Build a culture of consent. Awareness and education activities reached 6778 students and 1051 faculty and staff. Key initiatives included:

Build Awareness of SVPRO and Policy 131

- “ We Believe You” awareness campaign launched for back to school; Aug/Sep 2018 reaching thousands of incoming and returning UBC students. SVPRO collateral distributed to all students living in residence; student orientation leaders; academic departments & advising offices; UBC's Wellness Centre;
- Presentation & distribution of 3000+ SVPRO Folders over Term 1: “Supporting Survivors of Sexual Violence – a guide for faculty and staff”.

Educating Leaders and Cultural Influencers

- Piloted new faculty & staff workshop in partnership with the Equity and Inclusion Office “Preventing and Responding to Sexual and Gender-Based Harassment”, including detailed content on *Policy 131* and intersections with *Policy 3* and the *Respectful Environment Statement*;
- Student leader workshop developed for Student Leadership Conference “Inspiring Change: Creating a Culture of Consent”. Students connect their values to the kinds of impacts they want to have, and then engage in an action planning activity, where students design a plan to take action to build our culture of consent;
- Participated in AMS SASC “Come Together Against Sexualized Violence” to engage student leaders involved with student-led sexual violence prevention initiatives, including fraternity leadership.

Training First Responders and Bystanders

- Delivered customized training for (150+) Orientation Leaders and (250+) UBC Residence Advisors focused on honing and practicing key skills for responding to disclosures;
- First Responder capacity and awareness around indigenous approaches to sexualized violence increased, as 100+ staff who attended the *Sovereign Bodies* event serve in or oversee staff in front-line positions.

Building a Culture of Consent

- Sexual Assault Awareness Month (SAAM), with the theme of Creating Our Culture of Consent at UBC, delivered 17 Consent-focused events hosted by SVPRO and other SAAM partners for students, faculty, and staff, including queer and indigenous-focused events;



THE UNIVERSITY OF BRITISH COLUMBIA

Sexual Violence Prevention and Response Office

- Invited students, faculty and staff to learn about Indigenous approaches to sexualized violence though hosting an event at the First Nations House of Learning during SAAM - *Sovereign Bodies: Decolonizing Consent*.

Education Activity: Jan – May, 2019

Faculty and Staff Presentations and Trainings			
Month	# of sessions	# of Attendees	Partners & Participants
January	7	193	Centre for Teaching and Learning Technology, Human Resources, Union leadership, First Nations House of Learning, IIO, Occupational Science and Occupational Therapy, Faculty of Science Advising, International Student Development, Student Housing and Hospitality Services
February	5	86	Student Development and Services, Human Resources, Faculty of Arts, IIO, Masters in Engineering Program, AMS SASC, UBC Athletics & Recreation
April	2	48	Student Development and Services, Academic Advising Directors, Equity and Inclusion Office, Faculty of Arts
Total	14	327	

Student Presentations and Trainings			
Month	# of sessions	# of Attendees	Partners and Participants
January	9	450	Student Development & Services, Varsity Women's Hockey Team, Student Housing and Hospitality Services, AMS SASC, First Nations House of Learning, IIO
February	9	116	Health Promotions and Education, Faculty of Arts, IIO, Masters in Engineering Program, AMS SASC, GSS, UBC Athletics & Recreation, SHHS
March	14	423	Campus & Community Planning, Arts & Culture District, Sauder, Commerce Undergraduate Society, SHHS, AMS SASC, Equity and Inclusion Office, Centre for Student Involvement and Careers
April	1	20	Student Housing and Hospitality Services
May	1	16	Centre for Student Involvement Careers
Total	34	1025	



Upcoming Highlights

- Law student services staff training at SVPRO and Policy 131 protocol discussion – May 28, 2019
- Supporting Faculty of Forestry staff, pre-tenured faculty, and post-docs Bystander Intervention Workshop – May 28, 2019
- Congress open event with SVPRO-V and O: Responding to Disclosures of Sexual Violence on Campuses – June 6, 2019
- Supporting AMS process development for event planning by student constituencies – May/June 2019
- Working with Academic Advising units to streamline processes for securing academic concessions for survivors – (May to Aug)
- Training for Residence Life and First Year Experience student leaders in August 2019
- Back to school “We Believe You” awareness campaign in September 2019
- 10th anniversary of Sexual Assault Awareness Month in January 2020



Appendix 3B - Policy 131 Implementation: SVPRO - UBC Okanagan Annual Report

Overview

During the 2018-2019 Academic year, a total of **114** disclosures of sexual violence was received during May 1, 2018 – April 2019 by SVPRO Okanagan. Since the establishment of the SVPRO office in December 2017 and to the period ending April 30, 2018, 37 disclosures of sexual violence was received in comparison to 65 disclosures of sexual violence received a year later during the period of December 2018 – April 2019, representing a **76%** increase as a direct result to the growing awareness of SVPRO by the campus community. These figures represent survivors who directly shared an experience of sexual violence. In addition, SVPRO continued to build and evolve our engagement around areas of support, education and awareness during this period.

Our continued promotion, awareness, training and education positively impacted several of our initiatives including our bi-monthly group supporting various community members that are affected by sexual violence, inclusive of survivors' partners, family, friends, staff and faculty.

- The bi-monthly support group which began in 2018 continued throughout Term 2 with 12 survivors attending regularly.
- Additionally, our education and trainings reached approximately **1641 students, staff and faculty**. Our primary focus this year include: training first year students, graduate students, student staff (TAs, peers, mentors, collegium), student leaders, club executives, and front line staff (inclusive of faculty members, advisors, and human resources).
- SVPRO developed three core curriculum to support our education initiatives: Responding to Disclosures; Healthy Relationships/ Boundaries/ Dating; and Bystander Intervention.
- In addition, SVPRO also prioritized our engagement efforts through presentations at management team, administrative staff, academic leadership and faculty meetings and retreats. We **presented** to over **400 faculty and staff** during this period and created and disseminated many resources for both students and staff, inclusive of the SVPRO folder for staff, posters, signage and resource cards.
- Our 3 campaigns this year were also positively received by the UBCO community: *We Believe You* (fall); *Got Consent* (winter), *Moosehide campaign* (February) and the annual *Sexual Assault Awareness Month* in January 2019 in collaboration with our campus partners.

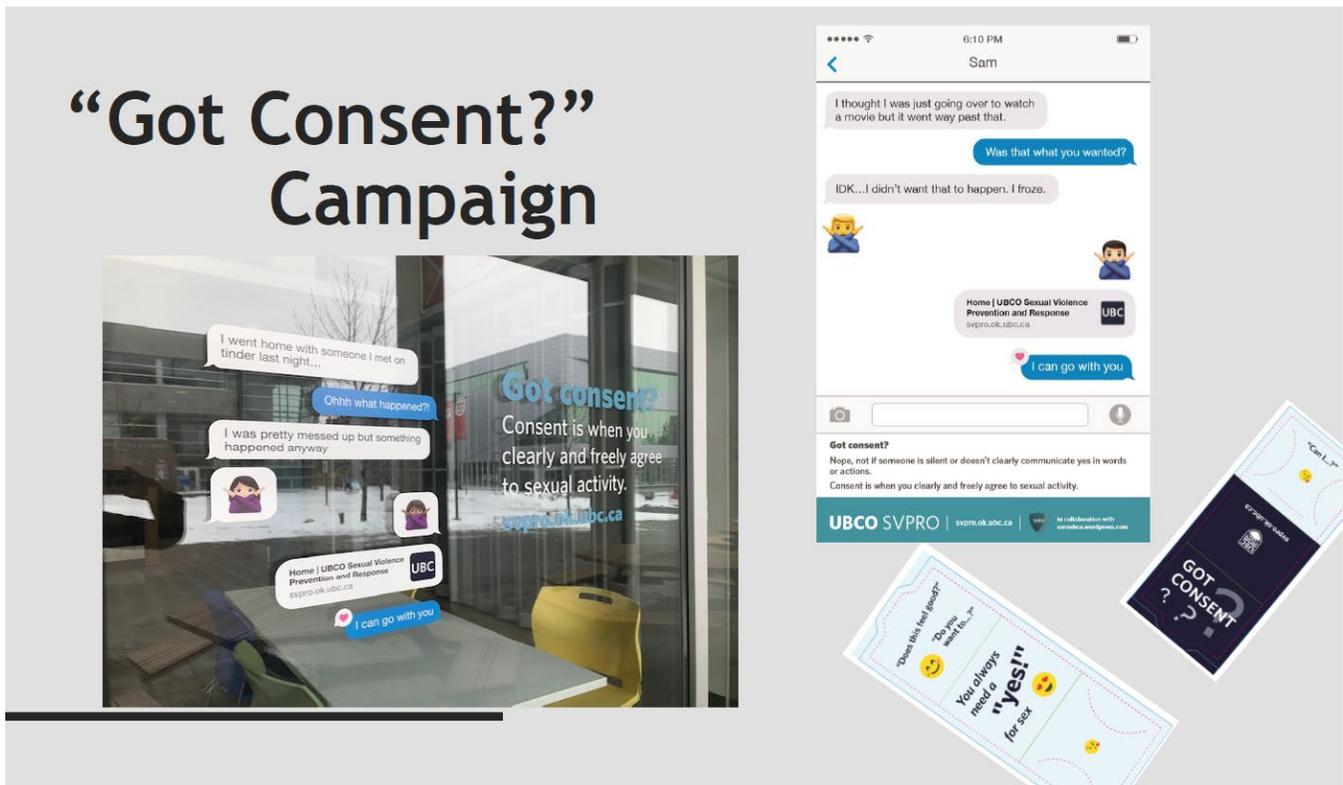
SVPRO Awareness Activities

Consent Campaign

The Consent campaign ran during Term 2 and launched campaign in parallel with Sexual Assault Awareness Month. SVPRO continued to roll out new aspects of the campaign, events and tabling throughout the term to



showcase the collateral developed for the campaign such as: posters, window decals and condom packages (see images below). The campaign was crafted from the experiences of survivors, using the tagline “Got Consent?” to unlearn myths about sexual violence and consent and the four main areas of misperception for students: consent cannot be given when the person is intoxicated; in a position of power, trust and/or authority; coerced/pressured in a relationship; or if the person freezes.



Sexual Assault Awareness Month (SAAM)

SVPRO organized and collaborated with many campus partners to host the Sexual Assault Awareness Month (SAAM) in January 2019. This year's theme of 'Creating a Culture of Consent' is a call to action to promote and normalize consent in our everyday lives and interactions.

- Fifteen events were organized in collaboration with 17 departments.
- With our campus partners: EIO, IIO and Residence Life, we started kicked-off SAAM with the “Cultures of Consent” panel hosted by Alya Ramadan from CBC. The event explored how consent culture may be presented, performed, and understood across diverse cultures and communities and focused on sharing queer, indigenous, women of colour and disability perspectives on consent.
- SVPRO also launched the Clothesline Project as part of SAAM and provided participants with the opportunity to design a shirt about consent and create awareness about violence in our communities.



- In recognition that constant messaging around SAAM can be really difficult for survivors, SVPRO hosted 2 self-care nights where an Expressive Art Therapist invited participants to explore their playful imagination, self-connection, and inner resilience. For a full list of the SAAM events, refer to SAAM Event Attendance table below:



SEXUAL ASSAULT AWARENESS MONTH
Creating a culture of consent

SAAM Event Attendance		
Date	Event	Attendance
Jan. 7-11	Clothesline Project	117
Jan. 9	Cultures of Consent Panel	45
Jan. 10	Ethical Considerations in Investigations	4
Jan. 15	Tea Talk: Party Culture	7
Jan. 17	Denim Day Workshop	10
Jan. 18	Responding to Disclosures (Staff/Faculty)	2
Jan. 21	Self-Care Night in the Community	16
Jan. 22	Self-Care Night	10
Jan. 29	Responding to Disclosures (Graduate Students)	18
Jan. 29	Self Defense Demo	15



Jan. 30	Come Back Class	8
TOTAL		252

Moose Hide Campaign

In partnership with Aboriginal Programs and Services, the Moose Hide Campaign, a grassroots movement of Indigenous and Non-Indigenous men and boys who are standing up against violence towards women and children, was brought to UBCO in February 2019. Awareness events and members of the community were encouraged to wear the pin signifying their commitment to honour, respect, and end violence towards Aboriginal women and children.

///



Other Key Events

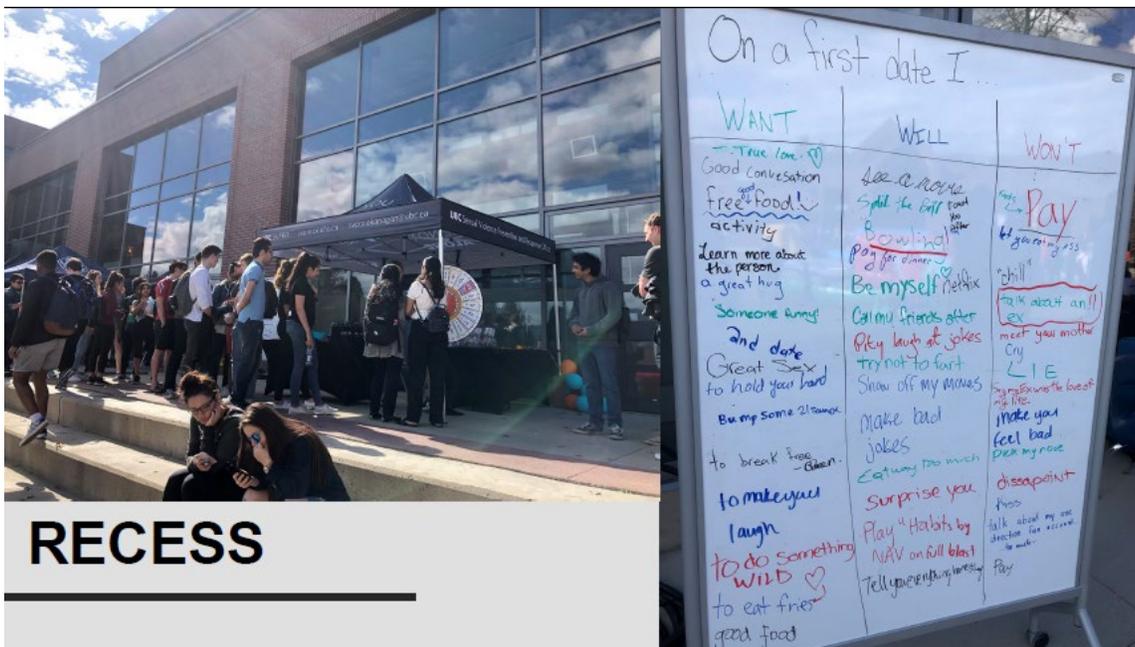
SVPRO continues to develop relationships with campus partners and build awareness at highly attended events to increase awareness of SVPRO, consent and sexual violence.



THE UNIVERSITY OF BRITISH COLUMBIA

Sexual Violence Prevention and Response Office

- Earlier this year, SVPRO collaborated with our campus partners UBCSUO, Alumni, and EIO through UBC Connect for one of the largest events of the term: Tarana Burke at UBCO for an inspiring talk on the origins of the #metoo movement.
- In addition to high profile events such as Tarana Burke, SVPRO set up a booth for Recess to celebrate the end of classes for Term 2. Games and activities were set up and visitors to the booth were engaged in conversations around dating and consent. See photos below.





Outreach to Students, Faculty and Staff

Outreach to Student, Faculty and Staff remain a high priority for SVPRO. In addition to our drive to build awareness through events such as SAAM, various campaign and students’ events, SVPRO remains committed to working with various units across campus to continue to deliver education, promote awareness through tabling events, prevent violence and build capacity to support students, staff and faculty who might receive disclosures. Refer to table below for the highlights of our outreach.

Events, Tabling or Training	Audience	Date	Hours
Responding to Disclosures Training	Students	4-Jan-19	2 hours
Responding to Disclosures Training	Staff/Faculty	18-Jan-19	2 hours
Responding to Disclosures Training Graduate Students COGS series –	Graduate students	29-Jan-19	3 hours
Policy 131 Implementation Plan Follow Up	Student Union (UBCSUO)	4-Feb-19	2 hours
Bystander Intervention Graduate Students COGS series –	Graduate students	5-Mar-19	2.5 hours
Policy 131 and SVPRO- Academic Leadership Series	Faculty	13-Feb-19	2 hour
Policy 131 and SVPRO - Management Leadership Series	Administrative Management	13-Feb-19	2 hours
Diversity, Inclusion and Respect – Engineering Department (partnership with EIO, IIO and HR)	Graduate students	8-Mar-19	3 hour
Rule Out Racism Week- Tabling	All	18-Mar-19	1 hour
Policy 131 and SVPRO	Deans and Advisors for Faculty of Medicine	21-Mar-19	1.5 hours
Right to Choice Demonstration – Tabling	All	26-Mar-19	4 hours
Right to Choice Demonstration – Tabling	All	27-Mar-19	4 hours
Improving Interpersonal Dynamics in the Workplace – Engineering Department (partnership with EIO, IIO)	Staff and Faculty	23-Apr-19	6 hours
Total:		13 dates	35 hours



THE UNIVERSITY OF BRITISH COLUMBIA

Sexual Violence Prevention and Response Office

Upcoming Presentations/Trainings

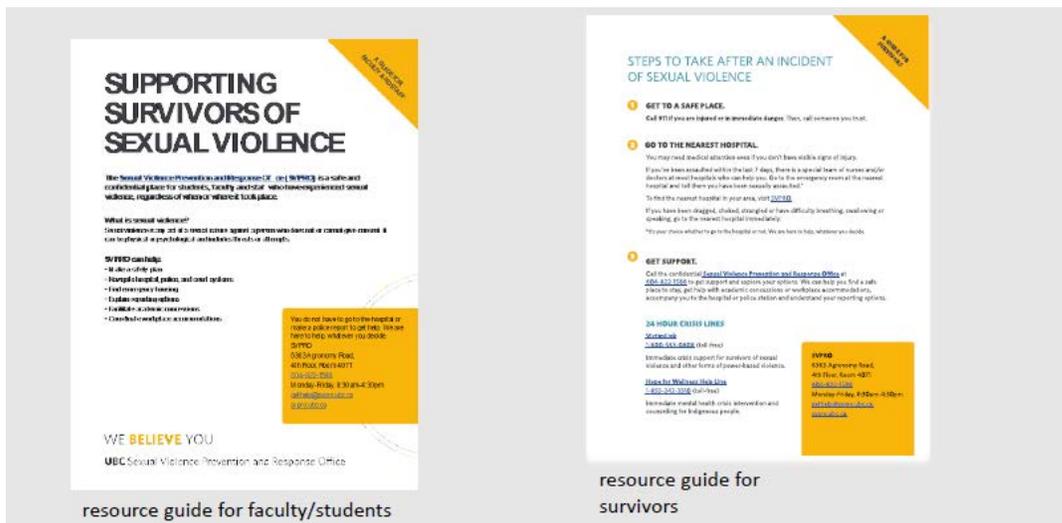
Presentations/Training

- May 22, 2019: Diversity, Inclusion and Respect – Engineering Department, graduate students (partnership with EIO, IIO and HR)
- June 6, 2019: Congress Conference, Responding to Disclosures (partnership with SVPRO-V)
- July 10 – 11, 2019: Food Services Orientation - Bullying, Harassment, Sexual Violence in the Workplace (partnership with HR)

Resources

SVPRO Folder Digital Version – Supporting Survivors of Sexual Violence Who are Located Outside the Lower Mainland or Okanagan

The new SVPRO folder digital version is a step-by-step guide on how to recognize, respond to, and refer disclosures of sexual violence for student, staff and faculty who are be located outside the Lower Mainland or the Okanagan.





Community Outreach

While most of our focus has been within the UBC community, SVPRO continues to meet and build relationships with various community partners including: the RCMP, Elizabeth Fry Society of the Okanagan, the Foundry, Kelowna Women's Shelter and Mamas for Mamas. Community partners from various community organizations were invited to participate in a self-care community event for SAAM. SVPRO also provided 50 tickets for staff and clients from community based anti-violence agencies to attend the Tarana Burke event.

Government Relations

SVPRO was invited to participate in several of the Listening Sessions held by the Department of Women and Gender Equity who is currently developing a federal framework to 'Prevent and Address Gender-Based Violence on Post-Secondary Institutions'.

As well, the Director of SVPRO-O will be presenting and facilitating a session for the Ministry of Advanced Education Forum, 'Moving Forward Together: Building Capacity to Prevent and Respond to Sexual Violence on Campus' with CJ Rowe, Director, Sexual Violence Support and Prevention Office, SFU.

Upcoming School Year – Fall 2019

Over the past year, SVPRO observed an increase number of faculty, staff and students accessing the office and reflects the results of our continued promotion, awareness and training and education efforts. Our focus for the upcoming Fall is continued promotion of the supports on campus to increase the likelihood that survivors will disclosure and to create a sense of collective responsibility for safety, support and help for survivors.

SVPRO will continue to increase awareness of sexual violence and the Sexual Violence Prevention and Response office by running the '*We Believe You*' campaign again in the Fall of 2019. The campaign aims to promote SVPRO as a safe and supportive place for students, faculty and staff who experience sexual violence and will run during the first 8 weeks of the Fall term – a period of time commonly associated with a high incidence of sexual violence on post-secondary campuses. Tactics for increasing engagement include: creating more visible messaging and re-developing education. The table below showcases the events, training and tabling we will be running in Fall 2019.



SVPRO Engagement		
Event / Training	Type	Date
Welcome Back BBQ for Faculty and Staff	Tabling	TBD
New Grads Student Trade Show	Tabling	TBD
Create (Orientation Day)	Tabling	3-Sept-2019
White T-Shirt Party	Tabling	TBD
Expo Days (UBSUO Clubs Day)	Tabling	TBD
Frosh Party	Tabling	TBD
Jumpstart Leaders Training	RTD Education	20-Aug-2019
Jumpstart Orientation	Consent Education	27 & 28-Aug-2019
Resident Advisor Training	RTD Education	29-Aug-2019
Parents Conference	Education	1-Sept-2019
Student Union Club and Course Union Executive	Education	TBD



Appendix 3C – IIO – Policy 131 Implementation - Annual Report

People Community & International Committee

The Independent Investigations Office (“IIO”) is an impartial and trauma informed office recently created under *the Sexual Violence and Misconduct Policy Act* and *Policy 131* (“**the Policy**” or “**Policy 131**”). The role of the IIO is to investigate allegations of sexual misconduct against staff, faculty and students of UBC. Despite the office’s infancy, the IIO is developing robust internal procedures, fostering campus partnerships, providing education and outreach to the broader UBC community, and executing impartial and trauma informed investigations.

Who We Are:

In the last year, the IIO recruited a team committed to support the UBC community by conducting thorough and fair investigations of sexual misconduct. Collectively, the office has many decades of experience in investigations, law enforcement, alternative dispute resolution, UBC policy, and legal research.

Shelley Ball B.A. (Hons), J.D. - Current Acting Director of Investigations

- Practicing Lawyer, experience in civil litigation and administrative law
- Investigator for Death and Critical injury, Office of the Representative for Children and Youth
- Identification Analyst, Identification and Disaster Response Unit, British Columbia Coroners Service

Michelle Cameron B.A., BSW, MSW - Advisor and Internal Investigator

- Senior Investigator, Civilian Review Complaints Commission for Police Oversight
- Researcher, Ministry of Children & Family Development
- Criminal Intelligence Analyst, Royal Canadian Mounted Police

Tarn Khare B.A. – Office Manager

- Administrative Assistant, UBC Quantum Matter Institute
- Administrative Assistant, UBC Earth, Ocean, and Atmospheric Sciences

Waged Jafer MA, PhD Candidate – Alternative Dispute Resolution Specialist

- Current Ombudsperson at Quest University and PhD Candidate with a MA in Conflict Resolution
- Former AMS Ombudsperson resolving student conflicts internal to the AMS of UBC
- Founder of "Resolutions Crafted" a Conflict Management Consultancy based in BC

Ejeamaka Anika LL.B, L.L.M., PhD Can – Research Assistant

- LL.B Oxford, Graduating LLM at the Peter A. Allard School of Law, beginning PhD in September 2019
- Barrister at Law, Nigerian Law School, Abuja Nigeria
- Former Lecturer for public international law, University of Nigeria

Jade Scrymgeour B.A. J.D. – Research Assistant

- Former Advocate for students facing discipline at the Alma Mater Society of UBC
- Valedictorian of the Peter A. Allard School of Law Class of 2019

- Peer Tutor and Research Assistant to Dr. Janis Sarra

Gaby Berron-Styan B.A. (Hons), M.A., J.D. Candidate – Research Assistant

- Current second year student at the Peter A. Allard School of Law
- Clinician with the Law Students Legal Advice Program
- Research Assistant to Professor Janine Benedet and Professor Isabel Grant

Jorgan Tennant B.A., J.D. Candidate – Research Assistant

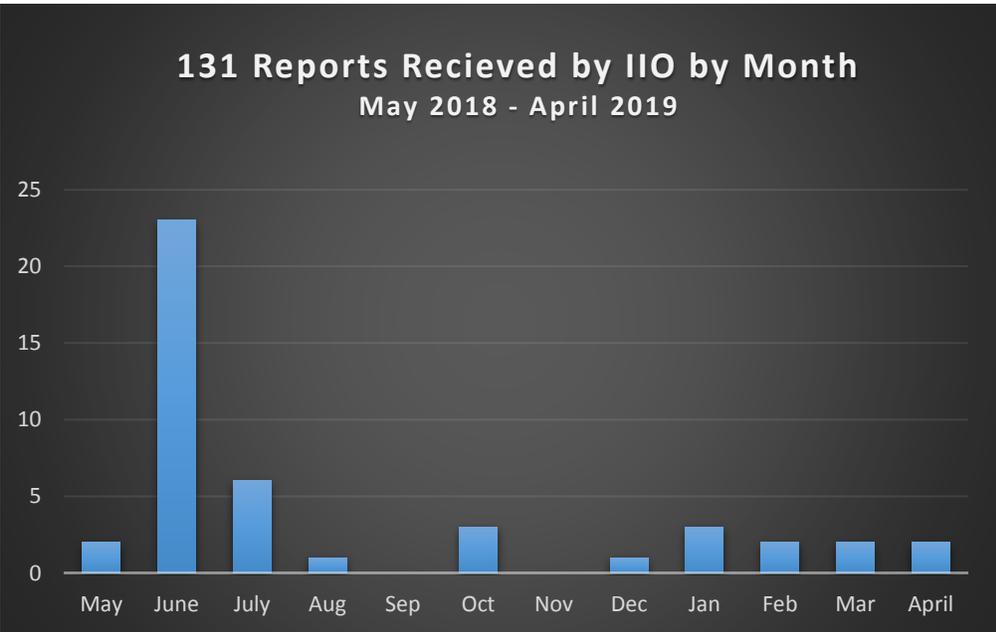
- Current second year student at Thompson Rivers University Faculty of Law
- Participant in the Sexual Consent and Family Violence Screening Workshops

DOI Communication and Awareness Activities	
2019 Outreach Activities to Date	
Jan 4th	Attended varsity hockey game dedicated to SAAM. Superbooted with SVPRO, and AMS SASC.
Jan 9th	Paneled for Creating Culture of Consent event hosted by Equity & Inclusion & SVPRO at UBCO. Points discussed included procedural fairness, consent, intoxication.
Jan 10th	Ethical considerations in investigations presentation at UBCO, included IIO mandate, process, disclosure/reporting, procedural fairness, impartiality, due process, trauma informed practice.
Jan 15th	Superbooted with SVPRO and SASC for AMS Club Days in the Student Union Building. Engaged in dialogue with students, faculty, and staff between all 3 tables.
Jan 16th	Superbooted with SVPRO and SASC for AMS Club Days in the Student Union Building. Engaged in dialogue with students, faculty, and staff between all 3 tables.
Jan 23rd	Decolonizing Consent at the UBC Longhouse. Discussed IIO mandate and role, delineated between IIO and SVPRO, and difference between UBC investigations and criminal investigations
Jan 25th	Attended Film Shorts Festival at Performance Theatre in the NEST. Segment from <i>Consent: A VICE HBO Special Report</i> . Which discussed restorative justice processes. Discussion points for student cohort was around when is restorative justice methods are appropriate, the major principles of restorative justice and its potential for use in sexual misconduct files on campus.
Jan 30th	Comeback Class at UBCO with SVPRO. Topics covered included dealing with awkward situations, rude questions, sexually inappropriate comments, homophobic comments.
Feb 5th	Presentation to Enrolment Services Advisors at Brock Hall. Discussed the IIO’s mandate, the investigation process, Policy 131 overview, Q&A.
Feb 15th	Presentation to Mining Engineering Grad students on IIO mandate, investigation process, Policy 131 overview, shared time slot with SVPRO.
Mar 7th	Superbooth in Sauder with SASC, SVPRO. Distributed information to students and staff
Mar 8th	IIO presentation to Arts Advising on Policy #131 & IIO mandate, process. Also superbooted at “Turn it Up & Disrupt” event, UBC Life Building with SASC and SVPRO
Mar 15th	Co-presented to the Faculty of Engineering at UBC-O about the role of the IIO
Mar 21st	Presented with SVPRO to the Faculty of Medicine
Mar 26th	Presented to the Undergraduate Commerce Society at Sauder about the role of the IIO sexual misconduct in the workplace
April 1st	Info booth at School of Economics. Provided information to students about the IIO
April 9th	Presented to AMS Bike Co-op & their Board. Presented information about the IIO
April 23rd	UBCO School of Engineering retreat with Aftab Erfan Director Conflict Dialogue, SVPRO, and IIO.
Current	Providing a coordinated series of 10 presentations for a specific UBC faculty with SVPRO and HR

Scheduled 2019 Outreach Activities	
May 21 st	Presentation to Sauder Faculty and Staff. Intend to discuss the IIO, its mandate and filing a report
May 23 rd	Michelle Cameron, Panelist for “Data and Bias Free Policing” at Policing Info World – Understanding Data Behind Crime, Law Enforcement & Surveillance at Kwantlen Polytechnic. Hosted by BC Freedom of Information and Privacy Association
June 6 th	Presentation to Sauder Faculty and Staff. Intend to discuss the IIO, its mandate and filing a report
June 20-27 th	Hosting session “Evolution of Institutional Responsiveness in Sexual Misconduct Investigations at the University of British Columbia.” Presentations include: 1) A transformative approach to sexual misconduct on campus: UBC’s Independent Investigations Office (presented by A/Dir Shelley Ball, co-authors Shirley Nakata and Richard Hart), and 2) The murky world of online confessionals: disclosure, defamation and doxing (presented by Michelle Cameron, co-author Jade Scrymgeour). In Rome, Italy. Hosted by International Academy of Law and Mental Health
Aug 21 st	Attending and boothing at UBCO Jumpstart activities.
Aug 22 nd	Attending and boothing at UBCO Jumpstart activities
Sep 3 rd	Attending and boothing at School of Social Work Student Orientation UBC
Sep 3 rd	Attending School of Social Work Field Orientation UBCO
Oct 10-12 th	Michelle Cameron, presenting “Keeping the Circle Whole: Trauma Informed Practice and Self Care” at the National Indigenous Women’s Leadership Summit in Vancouver.
TBD	Currently discussing with Faculty of Medicine about presenting in 2019W term

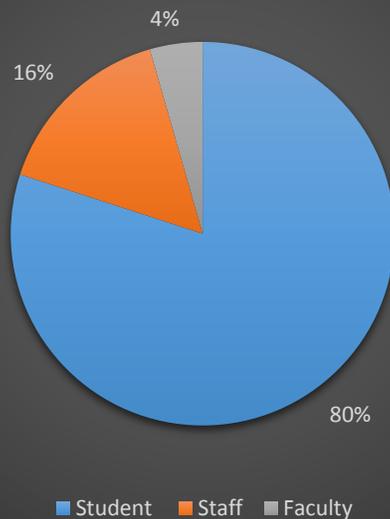
IIO Statistics | June 2018 – April 30th 2019

UBC Policy 131 Reports: May 1, 2018-April 30, 2019			
	UBCV	UBCO	Total
Number of Reports submitted to the IIO	39	6	45
Reports that fell within the IIO’s Jurisdiction	26	4	30
Current open/ongoing Investigations	9	2	11
Files undergoing ADR	0	1	1



Policy 131 Reports by Respondent Type

May 2018-April 2019



UBC Policy 3: June 1, 2018-April 30, 2019			
	UBCV	UBCO	Total
Number of Reports Submitted to the IIO	1	0	1
Current Open/Ongoing Investigations	1	0	1

Alternative Dispute Resolution Activities

Under *Policy 131* parties are able to pursue an alternate dispute resolution (“ADR”) processes where appropriate. In May 2018, the IIO hired an ADR specialist to develop a framework. Currently, the IIO offers three ADR modules.

- Complainant- Respondent Mediation (Peer-to-Peer)
- Complainant- Respondent Conferencing(Peer-to-peer)
- Facilitated dialogues

The IIO’s ADR Specialist has identified four major goals in the coming year:

- To continue consultations with various institutions regarding ADR/ Restorative Justice programs.
- To develop a Restorative Justice Steering Committee at UBC (including students, faculty and staff).
- To develop various Restorative Justice training and facilitation programs on campus.
- To continue to promote Restorative Justice through community awareness.

External Outreach:

While most of our focus has been within the UBC community, the DOI is also building relationships with other Western Universities to share best practices, insights, and issues regarding dealing with high profile investigations, disclosures and reporting of sexual violence and misconduct; procedural fairness in investigations; alternative dispute resolution and restorative justice.

In November 2018, the IIO hosted the first Western Canadian University Forum on Sexual Misconduct. The purpose of the meeting was to build relationships with similar offices from other Western Canadian Campuses and to engage in dialogue about best practices.

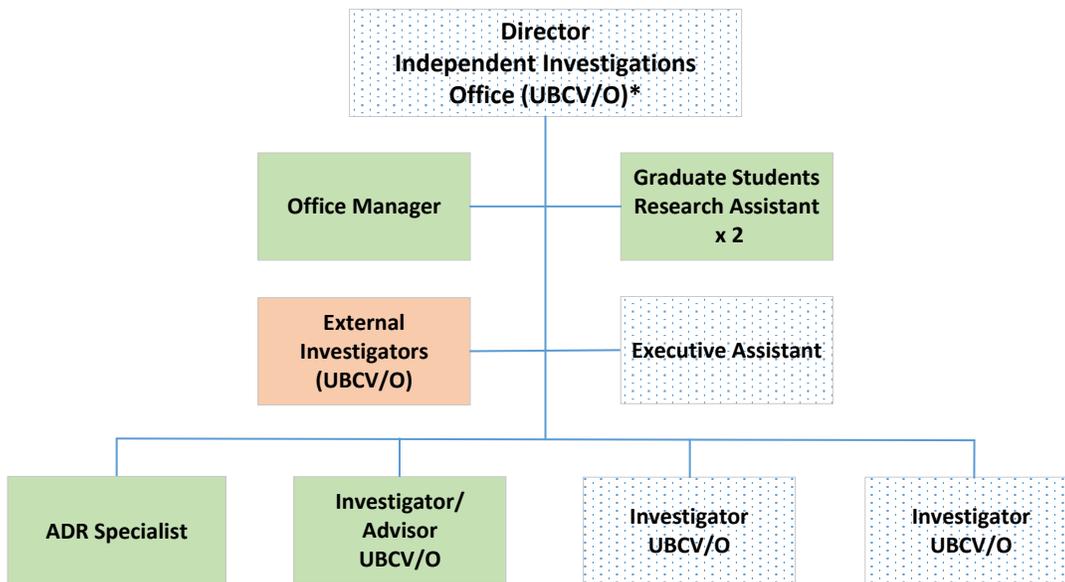
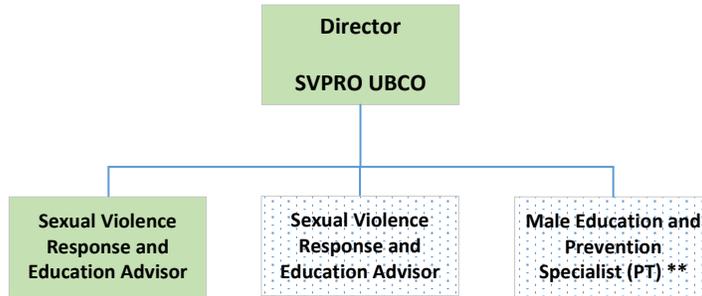
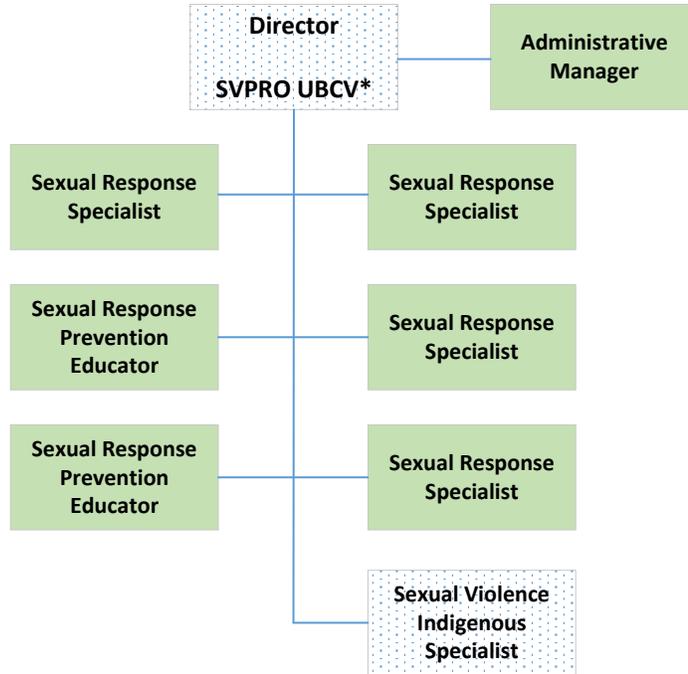
Participants included:

- Simon Fraser University
- University of Victoria
- Royal Roads University
- Camosun College
- University of Alberta
- University of Calgary
- University of Manitoba

Milestones	Highlights of Deliverables	Learnings & Challenges	Actions, Resolutions and Next Steps
<p>Implement Recruitment Plan</p>	<p>Recruitment of roles (June 2018-April 30 2019):</p> <p>IIO hires Completed:</p> <ul style="list-style-type: none"> - 2 internal investigators - 1 Office Manager - 1 Advisor - 1 ADR Advisor <p>SVPRO-V hires Completed:</p> <ul style="list-style-type: none"> - 1 Sexual Violence Prevention Educator, - 2 Sexual Violence Response Specialists <p>SVPRO-O hires Completed:</p> <ul style="list-style-type: none"> - 1 Sexual Violence Response and Educator Advisor, - 0.5 - Male Education and Prevention Specialist <p>See Appendix 4A-2 for updated Org Charts</p>	<p>Competing priorities within the units to provide support to survivors, complete investigations, hold education and awareness activities took precedent over recruitment.</p> <p>Specialization of role skillsets required creation of new job descriptions and compensation classification in order to be competitive in the market and this work delayed hiring to some degree.</p> <p>Expanded accountabilities of Directors towards more leadership accountabilities in addition to specialist accountabilities resulted in changing to expectations of the Directors and resulted in the exiting of 2 Directors.</p> <p>As roles and accountabilities have been clarified and evolved through continual reassessment, the units have had to adjust service levels to ensure effectiveness and efficiency of support reflective of needs and expectations</p> <p>Previous budgetary restraints impacted hiring of key support roles to adequately support the SVRP office in the Okanagan but 2019/2020 funding has now been approved</p>	<p>IIO:</p> <ul style="list-style-type: none"> - Recruitment for Director of Investigation underway (anticipate resource in place by Q3 2019) – Search Committee finalized; PFM contracted for search; anticipate short list by end of August 2019 - Senior Investigator is in Acting Director role; - Needs assessment created by co-acting Directors to identify and recruitment for key support office (Q3&Q4 2019) <p>SVPRO-V:</p> <ul style="list-style-type: none"> - Recruitment for Director SVPRO underway (anticipate resource in place by Q3 2019) - formation of Search Committee being finalized; anticipate short list by end of August 2019 - Senior leader from SDS is in Acting Director role; - Recruitment for 1 Sexual Violence Response Indigenous Specialist underway (anticipate resource in place by Q3 2019) – very specialist roles with limited sourcing pool <p>SVPO-O:</p> <ul style="list-style-type: none"> - Funding received for .5 Respondent Support Specialist and recruitment has started
<p>Implement comprehensive onboarding program</p>	<p>An onboarding programs for the 3 units has been created and has been implemented as resources are brought on board</p>	<p>On track</p> <p>Great collaboration with other departments (OUC, HR, FR, SDS, SHHS, AMS etc.)</p>	<p>Onboarding program for new Directors will be refined and modified with new recruits as they arrive to ensure a more fulsome orientation to UBC landscape, integration with other units, policies, programs, practices and processes.</p>
<p>Clarity in roles and accountabilities</p>	<p>IIO:</p> <ul style="list-style-type: none"> - Regular meetings continue to be held between SVPRO-V and SVPRO-O teams to refine roles and responsibilities under Policy 131. Outcomes include better cross-unit collaborations during “Consent is Clear Campaign” and SAAM. - Ongoing engagement with campus partners such as SHHS, EDI, HR-FR and ER to establish required touchpoints, process workflows under Policy 131 and Policy 3 <p>SVPRO-V:</p> <ul style="list-style-type: none"> - Regular meetings with IIO have been held to refine roles and responsibilities under Policy 131. - Deliverables include cross-unit collaborations during “Consent is Clear Campaign” and SAAM. - Monthly meetings held with SHHS. - Creation of protocol documents “Responding to Disclosures of Sexual Violence in Residence” to resident leaders. - Monthly meetings with SASC to establish roles, responsibilities and opportunities such as SAAM. <p>SVPRO-O:</p> <ul style="list-style-type: none"> - Regular meetings held with IIO to refine roles and responsibilities under Policy 131. - Deliverables include cross-unit collaborations during “Consent is Clear Campaign” and Sexual Assault Awareness Month (“SAAM”). - Regular meetings held with HR and established protocols for staff/faculty accommodations - Regular meetings held with UBCSUO and SARA. 	<p>On track</p> <p>SVPRO and IIO teams are working much more collaboratively together despite loss of Directors.</p> <p>Despite core priorities of providing support to survivors and completing investigations, teams are making all efforts to meet on regular basis.</p> <p>Regular meetings are helping new team members to understand roles under Policy 131.</p> <p>Still working through perspectives and expectations of other stakeholders on role of IIO and SVPROs in relation roles of student organizations.</p>	<p>IIO:</p> <ul style="list-style-type: none"> - Continuing to focus on building cross-campus relationships with key stakeholders such as SHHS, AMS, GSS, EDI, VP-S, HR-ER & FR and SVPRO-O&V. (Q2 – Q4 2019/2020) - Completing draft investigation process maps for students and faculty/staff for Policy 131 Review period in Q3 2019. <p>SVPRO-V:</p> <ul style="list-style-type: none"> - Continuing focus on maintaining and building cross-campus relations with key stakeholders such as SHHS, AMS, GSS, EIO, VP-S, IIO. Acting Directors has established relationships which is being leveraged. - Ongoing training with HR-ER/FR to understand roles and responsibilities (2019) - Completing draft SVPRO-V process maps for students and faculty/staff procedures for Policy 131 Review period in Q3 2019. <p>SVPRO-O</p> <ul style="list-style-type: none"> - Continuing focus on maintaining and building cross-campus relations with key stakeholders such as UBCSUO, HR, EIO, AVP-S, and IIO (Q2-Q4 2019/2020)- - Completing draft SVPRO-O process maps for students and faculty/staff procedures for Policy 131 Review period in Q3 2019.

Milestones	Highlights and Deliverables	Learnings & Challenges	Actions, Resolutions and Next Steps
<p>Robust and constructive feedback and engagement loops</p>	<p>IIO:</p> <ul style="list-style-type: none"> - Advisory Council established which includes representation from the Indigenous Community; Academic Leadership; Academic Policy; Ombudspersons; Student Leadership Advocacy; external Legal Community; Students; Faculty; University Counsel; Human Resources; Student Development & Services; and the Equity Diversity and Inclusion office. Established 08/2018 and meets every 2 to 3 months (on hold until new Director if found). <p>SVPRO-V:</p> <ul style="list-style-type: none"> - Ongoing meetings with AMS and SASC have been held to understand roles and accountabilities. - Relationships and regular meetings being established with SHHS, HR, FR and other internal units have been established. - Relationships have been established with external agencies (e.g. RCMP, UBC Hospital) re: role of SVPRO-V and other first responders. <p>SVPRO-O:</p> <ul style="list-style-type: none"> - Advisory Council includes representation from Sexual Assault Services Community; Student Leadership; Equity Diversity & Inclusion; Indigenous Community, Centre for Accessibility; Student Development & Services, Faculty, Academic Policy, Academic Leadership; Registrar, and Human Resources. Established 09/2018 and meets quarterly - Education Committee established June/2018 and meets monthly - Clear relationship and accountability lines have been established with HR, SHHS, Student organizations, and AVP Students - Relationships have been established with external agencies (e.g. RCMP) re: role of SVPRO and other first responders 	<p>Limited resources and focus on awareness and education initiatives and supporting survivors impacted the establishment of an advisory council for SVPRO-V.</p>	<p>Once new Director of SVPRO-V has been hired (anticipate Q3 2019), establishment of advisory council and regular cadenced meetings will occur by Q4 2019/2020</p>
<p>Succession Planning for Director level and key roles</p>	<p>Work had not yet started as Directors were only 18 months into roles. As new Directors are hired and teams further developed, succession planning will be important.</p>	<p>Team was just being established when 2 Directors left Two IO Investigators have potential and have been in Co-Acting Director IO role Very specialized roles and succession planning challenged as Directors need to be specialists as well as strong leaders.</p>	<p>To be reviewed at a future date once new Directors are hired.</p>

Filled 18/19 FILLED	FY 19 VACANT (MAY)	External Resources
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*Currently being filled by Interim Director

**Joint Appointment with Equity & Inclusion Office

Appendix 4B -1 – Plan 2 – One Year Retrospective Plan Update (June 2018 to April 30, 2019)

Milestones	Highlights of Deliverables	Learnings & Challenges	Actions, Resolutions and Next Steps
<p>Assessment of Policy And Procedures through consultation with Stakeholders:</p> <ul style="list-style-type: none"> - to capture feedback, concerns and suggestions - to identify gaps between intent of Policy versus application of Policy 	<ul style="list-style-type: none"> - 4 Stakeholder Workshops were held in June and July 2018 with key stakeholders. the PCI Committee has seen regular updates on “Workshop 5” outcomes (See Appendix 4B-2) - Creation of Workshop 5 Summary and Action document prioritizing 11 areas of focus for completion before, during and after Policy 131 review completed 04/19. Outcomes have been shared with all key stakeholders along with updated action plan (April 2019 - see Appendix 4B-3) - Meeting with Stakeholders on results of the Workshops and Action Plans (in progress) 	<ul style="list-style-type: none"> - On track - Stakeholders will continue to receive regular updates - Varied accountabilities for actions of Workshop 5 (i.e. beyond Policy 131 team units) so pace of resolution varies - Some of the actions will be better resolved through Three-Year Review consultations (see Appendix 4B-3) and therefore will take longer 	<ul style="list-style-type: none"> - Continued project management of the 11 areas of focus to ensure the actions are completed - Progress and tracking of 11 action plans to inform Policy 131 Three-Year Review process and successful implementation of Policy 131 - to be completed by Q3 (2020).
<p>Review past and required legal opinions on specific areas including alignment with other BC legislation and regulations (e.g. Employment Labour Standards, Human Rights)</p> <p>Review Senate, Board, Student, Faculty and Staff Policies for intersections with Policy 131</p>	<ul style="list-style-type: none"> - Completed analysis of various related policies and their overlaps and intersection with Policy 131 (done by Roper-Greyell completed 07/2018 – See Appendix 4B-2) - Findings incorporated in high-level summary of 11 areas of focus based on the 5 workshops (Appendix 4B-3) - Findings have informed other policy updates (e.g. Policy 3) - Retaliation working group report and recommendations completed 01/19. 	<ul style="list-style-type: none"> - On track - Will be an ongoing exercise as the Three-Year Policy 131 Review is undertaken - As new policies are developed in the future, there needs to be a structured approach to understand the intersection with other internal policies and linkages/connections to legislation and regulations 	<ul style="list-style-type: none"> - Progress and tracking of 11 action plans to inform Policy 131 review process and successful implementation of Policy 131 to be completed by Q3 (2020). - OUC leading continued work on integration on alignment of related and intersecting UBC policies as well as provincial polices - Completion date: TBD but likely to be after Three-Year review of Policy 131. - Retaliation Working Committee to be established Q3 2019 by OUC to review recommendations and changes. - Concession policy to be presented and should be adopted at 05/19 Senate meeting
<p>Conduct benchmarking with other Canadian Universities on their SVPR policies and implementation learnings; issues and challenges; and planned changes</p>	<ul style="list-style-type: none"> - Benchmarking analysis completed and with Interviewees including University of Toronto, SFU, University of Alberta, University of Waterloo and McGill. - Report provided to PCI Committee and shared internally 	<ul style="list-style-type: none"> - Universities are taking varied approaches to sexual misconduct, violence prevention and investigations – new area of focus for all so funding and attention by institutions are not consistent 	<ul style="list-style-type: none"> - Collaboration and consultation will continue with other U15 and BC universities on this topic matter - All BC Universities will be undergoing the three-year review of the policies in 2020 and there will be an opportunity to share learnings and insights

DRAFT DOCUMENT – NOT FOR GENERAL DISTRIBUTION

(Updated April 2019)

confidential draft

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- 2.0 Clarify and Communicate Definitions & Application of Jurisdiction 6
- 3.0 Determine required enhancements to confidential systems to track and report information. 8
- 4.0 Area of Continued Focus #4: Clarify processes for accommodation concessions and accommodations..... 9
- 5.0 Continue to work on address concerns related to Retaliation 11
- 6.0 Review Policy 14 (Interim Measures) to ensure integration with Policy 131 12
- 7.0 Explore options to enhance practices for communicating investigation report findings leading to disciplinary measures..... 13
- 8.0 Clarify process integration related to Anonymous & Third Party complaints 14
- 9.0 Enhance process to ensure timelines met and clarify disciplinary processes 15
- 10.0 Continue work on integration on alignment of related and intersecting UBC policies as well as provincial polices (e.g. WorkSafe BC). 16
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Confidential Draft

Overview:

Activities under Implementation Plan - 5.0 Operating Model Plan

A series of four workshops were held with key internal stakeholders during the week of June 25, 2018, to consult and dialogue on experiences over the last 12 months in regards to how UBC has been responding to situations related to sexual misconduct, sexual harassment and sexual assault. This included areas of concerns around disclosures, reporting, and response procedures under Policy 131 and/or intersecting policies such as Policy 3 (Discrimination and Harassment); Policy 14 (Response to At Risk Behaviours); Policy 95 (Investigations and Guidelines for Investigations); Policy 7 (University Safety); Policy 97 (Conflict of Interest and Commitment); Respectful Workplace Statement; and Non-Academic Student Misconduct Process.

Workshop Objectives

- Identification of ways to strengthen the implementation of Policy 131
- Provide information/recommendations required for UBC to affect the implementation plan
- Identification of ways to ensure processes and supports are transparent and responsive to stakeholders' feedback

Policy changes are out-of-scope as the full review will be done by May 2020.

Workshop Overviews

Four workshops were held to examine workflows:

- Students (Workshop 1): Disclosure, response, support
- Students (Workshop 2): Reporting, information gathering, investigations, resolution
- Faculty & Staff (Workshop 3): Disclosure, response, support
- Faculty & Staff (Workshop 4): Reporting, information gathering, investigations, resolution

Working through a series of scenarios, participants:

- Examined current and desired future processes, roles;
- Identified issues/areas for improvement;
- Proposed mitigations/improvements; and
- Provided go-forward recommendations.

Activities under Implementation Plan 2.0 - One-Year Retrospective Assessment of Policy 131

A separate work stream to the four workshops, analysis was undertaken by two summer articling students from Roper Greyell ("RG"- a law firm that specializes in labour and employment law and Human Rights), of UBC policies that intersect with Policy 131. The objective of this analysis was to identify overlaps and areas of potential conflict in procedures; and to gather feedback from interviewees on expectations for clarification of policy definitions and procedures language in Policy 131.

Eighteen internal key stakeholders (e.g. student leadership, Senate Governance, University Counsel, Student Services, SVPRO, IIO, HR, Faculty Relations, etc.) who were and or continue to be instrumental in the implementation of Policy 131 were interviewed; and the RG students attended all four workshops noted above. The interviewees provided their feedback on the implementation of the policy and procedures one year in, with a focus on the practical issues of the procedures.

The students also reviewed articles, emails, and meeting documentation gathered over the last 12 months related to issues raised by internal stakeholders (primarily students) to capture required areas of focus. In addition, they reviewed all intersecting UBC policies. Work that is planned includes a review of all external policies or legislation that may interact with Policy 131 such as WorkSafe BC.

Consolidation of Work Done to Date under Implementation Plan 5.0 and Plan 2.0

A follow-up workshop (Workshop 5) occurred on August 8th, to review the summary of findings from the June 25th, 26th, 28th and 29th workshops, review the preliminary summary of findings from Plan 2.0 activities; and to identify the potential action steps to address the areas of continued focus.

Western Management Consultants facilitated the workshops. A list of participants for the five workshops is included in Appendix 1.

The information that follows provides a high-level summary of the areas of continued focus along with potential individuals to lead the next steps to address the areas of continued focus, suggestions for those to consult/involve, a priority ranking (reached by consensus at Workshop 5), action items, and proposed timelines to complete the implementation work.

The Areas of Continued Focus are:

1. Enhance organizational support for Respondents
2. Clarify and communication definitions and application of Jurisdiction
3. Determine required enhancements to confidential systems to track and report information
4. Clarify processes for accommodation concessions and accommodations
5. Continue to work on and address concerns related to retaliation
6. Review Policy 14 (Interim Measures) to ensure integration with Policy 131
7. Explore options to enhance practices for communicating investigation report findings leading to disciplinary or remedial measures
8. Clarify process integration related to Anonymous & Third Party complaints
9. Enhance process to ensure timelines are met and clarify disciplinary processes
10. Continue work on integration and alignment of related and intersecting UBC policies as well as provincial polices (e.g. WorkSafe BC)
11. Clarification on units and roles involved with Policy 131 and increase overall visibility

The Vice-President, Human Resources and the Vice-President, Students have reviewed the required next steps and are working with the identified leads to formalize action plans over the coming months. Work will continue on all other Policy 131 implementation plans throughout the next several months in addition to the work listed below.

An update on the progress of these next steps will be presented to the Board of Governors on November 26, 2018 and again in February of 2019. A one-year implementation review will be shared with the Board of Governors in June 2019.

Key Areas of Continued Focus

1.0 Enhance Organizational Supports for Respondents

1.1 Areas of Continued Focus Identified in Workshops:

Currently, there is an opportunity to enhance support to non-represented, staff and student respondents from complaint to the end of the investigation, through to the determination of outcomes and or discipline. The referral path for support to respondents should be clearer. The focus on SVPRO is on the survivor. After the DOI notifies the respondent of a report and identifies that there is a report of misconduct; the SVPRO may provide support referrals to respondents, which in the case of students includes referrals to the Ombudsperson and counselling services. Other supports to respondents could include AMS or GSS Advocacy, Post Graduate Association linking a student to a case manager, and SASC-group support, however this is not explicitly laid out.

The majority of faculty and staff are covered by collective agreements and respondents are supported by their Union or Association. Development of processes to provide unrepresented faculty or staff respondents from Human Resources are currently in progress and may require a dedicated person and additional resources.

1.2 Areas of Continued Focus identified in One-Year Retrospective Review

The issue of respondents' rights was mentioned throughout the interviewing process. Section 1.7 of the Policy provides that UBC will offer support to respondents, however, there is a gap in the practical implementation of this provision. Other areas of required focus include procedural fairness and respondents' rights; the respondent's inability to speak to mitigating circumstances; and for student respondents the lack of disclosure of the report prior to the University's disciplinary decision.

Two other areas of focus are concerns about a) the potential of actions (e.g. disciplinary) being taken before the conclusion of a full investigation; and b) balancing the demonstration of full support to the complainant and ensuring due process and procedural fairness in investigation and disciplinary processes..

1.3 Next Steps:

Proposed Actions:
<p>Resourcing</p> <ul style="list-style-type: none"> - Identify need for resourcing and skills sets required - may require a dedicated person and additional resources.
<p>Enhance Coordination:</p> <ul style="list-style-type: none"> - Working group established representing all related parties to discuss options for supports to respondents on both campuses. - Ongoing education on due process and procedural fairness
<p>Establish Support for Respondents:</p> <ul style="list-style-type: none"> - Develop a clear roadmap with resources identified - Clarify the support needed and what can be offered i.e., referrals, prevention, legal support, advocacy support, navigation support/counselling support - Clarify the implications of being a respondent i.e., the implications related to potential legal investigation - Clarify and create consistency in process for respondents - Clarify academic support for respondents

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Proposed Actions:	
<ul style="list-style-type: none"> - Identify tasks and systems to Increase prevention education for respondents - Propose hiring of Respondent Advisor to support respondents and reporting relationship - Present findings and options to VPHR and VP Students for approval - Implement option chosen 	
Proposed Individual to Lead the Work:	
Director, Student Conduct & Safety IIO Team Ombudsperson for Students	Associate VP Students, UBCO Existing Working Committee Managing Director HR - Strategic Staff Relations
Proposed individuals to be Consulted and Involved:	
AVP Equity & Inclusion Director, SVPRO-V Director, SVPRO – O Representative - AMS Advocacy Coordinator Associate Director, Campus Security - O Representative, UBC Counselling –TBD Representative, Student Health – TBD Representative, UBCO Student Union	Vice-President, Human Resources Vice-President, Students Managing Director, SDS Director, Senate & Curriculum (if required) University Counsel (if required) Employee & Labour Relations Representative Faculty Relations Representative

2.0 Clarify and Communicate Definitions & Application of Jurisdiction

2.1 Areas of Continued Focus Identified in Workshops

While the DOI has, the authority to determine jurisdiction to investigate based on the facts of the case, the language of criteria used to determine jurisdiction is still not clear for everyone (primarily what is meant by “real and substantial connection”). The DOI advised that jurisdiction to investigate is situation dependent (where the incident occurred, determining membership link to UBC, when the incident is reported). If the IIO does not have jurisdiction, it will be laid out to the complainant what other options are available (e.g. RCMP).

As Policy 131 and Policy 3 investigations are completed, the DOI is building precedent and to date is advising that UBC has had jurisdiction in the majority of situations. However, the DOI cannot conduct investigations for AMS (AMS has over 400 clubs), as they (AMS) currently have their own investigation processes which may cause overlap or issues for DOI investigations.

If it is decided that that there is no jurisdiction to investigate a Policy 3 complaint, the complainant has the option to go to the Human Rights Tribunal.

2.2 Areas of Continued Focus identified in One-Year Retrospective Review

A major theme that emerged concerned UBC’s jurisdiction to investigate as per the application of the three-part test. The three parts of the test are:

1. The allegations must be made against an individual who was a member of the UBC Community at the time of the alleged Sexual Misconduct and at the time the Report was submitted;
2. The alleged conduct must fall within the definition of Sexual Misconduct; and
3. The alleged conduct must have a real and substantial connection to UBC, as that term has been interpreted under BC law.

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While some interviewees thought the test was appropriate and that it broadens UBC's ability to investigate; others were concerned about its application and felt the lack of clarity on the criteria of the test could discourage complainant from pursuing the process from the outset.

Although most of the concern involves the final part of the test, some interviewees took issue with the first part, as this could permit the University not to act on allegations of sexual misconduct against those outside of the UBC Community. One suggestion was to clarify who is captured in this definition.

Most of the concerns expressed were related to the meaning of "real and substantial connection to UBC, as that term has been interpreted under BC law." The issue is that a real and substantial connection in the context of sexual assault on campus has not been interpreted by BC law. Therefore, at the extreme end it is technically not possible to interpret jurisdiction on this basis and on the other end of the spectrum it is risky due to a lack of precedent. It will take time for case law precedent to develop in this area, until that time jurisdiction can only be determined on a case by case basis with a consideration of all of the other surrounding factors. This is an issue with the drafting of the policy. To ignore this would be to contravene the policy which opens the door to liability. Given the lack of precedent, there is a concern that without clarity, the test could be applied unevenly. Further, while many interviewees appeared to view this portion of the test as a "subjective element", policy documents indicate this test is more akin to a modified objective or "reasonable person" test.

Concerns were expressed regarding the optics of the jurisdictional question, that Policy 131 complainants will be taken seriously and that the policy will be followed by the University. There was also the perception that there was no appeal for a jurisdictional decision and so broader clarity appeal processes would be helpful.

If a clear and consistent message is sent that the jurisdiction of each report is determined by the DOI on a case by case basis, which is what is envisioned in the Policy, then that becomes the clear and consistent message to be relied on. This message provides an assurance that the DOI is carefully considering each report as opposed to slotting it into a pre-determined category. A message that stresses the thoughtfulness and consideration of the DOI when weighing and carefully considering the jurisdiction of each complaint is the message that should be sent as opposed to defined categories of jurisdiction.

There is a danger in creating hard and fast rules on what will meet the criteria for jurisdiction. This could, at a later date, prevent the DOI from investigating a complaint, or force the DOI to investigate a complaint that would not otherwise meet the criteria for jurisdiction. There is also danger in doing this because we do not know how the law will develop in this area.

The Policy provides discretion to the DOI to determine jurisdiction, and that is the message that should be communicated, coupled with a strong assurance that the DOI carefully considers the jurisdiction of each complaint. This would give the DOI the independence and credibility it needs to properly fulfil the mandate of the IIO.

The development of FAQs that include case scenarios and an explanation that the three part test to determine a "real and substantial connection, as that term has been interpreted under BC law." gives UBC a broader ability to investigate, would be welcomed and could help answer some of the questions in this area of focus. Clear messages can be developed that clarify that the jurisdiction of each report will be determined by the DOI and could set out some concrete, anonymized examples of when the DOI has determined that a report has jurisdiction. This would have to be accompanied by a strong disclaimer throughout that the jurisdiction of each report will be determined on a case by case basis.

Also, as the law develops and more reports come in, where the DOI makes decisions on jurisdiction it will become more and more clear what falls into the purview of its jurisdiction to investigate and perhaps at a later date a more comprehensive FAQ could be developed.

2.3 Next Steps

Proposed Actions:	
<p>Clarify and Communicate</p> <ul style="list-style-type: none"> - Enhance guidelines and/ criteria that will help determine and confirm what is in or out of jurisdiction. - Clarify who is a “UBC Community Member” and what specifically does what “real and substantial connection to UBC as that term has been interpreted under BC Law” mean - Communicate criteria or guidelines to the community (e.g. FAQs) - Provide proactive prevention education through SVPRO, SASC, IIO, AMS, GSS, Faculties, Departments to prevent experiences from occurring and or how to respond 	
<p>Build Evidence of Practice</p> <ul style="list-style-type: none"> - Apply consistency on application of criteria and confirm that only DOI can make the determination of jurisdiction - Document rationale for jurisdiction decisions - Consider question re: process for potential appeals of jurisdiction decisions 	
Proposed Lead(s):	
IIO Team	
Proposed individuals to be Consulted and Involved:	
Office of University Counsel Managing Director, SD&S Vice-President, Human Resources VP Students AVP Students – UBCO Assoc. Registrar Academic Governance & Director Senate & Curriculum Ombudsperson for Students	Director, SVPRO –V Director, SVPRO-O Representative Student Leaders – TBD Representatives of Student Unions (AMS, GSS, Postdoc) –TBD Representative UBC Communications – TBD Representatives Faculty Leaders Human Resources – ER/LR & FR representatives –TBD

3.0 Determine required enhancements to confidential systems to track and report information.

3.1 Areas of Continued Focus Identified in Workshops:

Currently, there are multiple documentation processes depending on to whom complainant disclose (SASC, Campus Security, SVPRO, Managing Directors, HR, and DOI). Therefore, there is a need for enhanced client records management systems. There is also a need for a centralized database for all disclosures and reports under Policy 131 for reporting out purposes. Attention will be given to appropriate security mechanisms to control access to different parts of the central database as well as the client records management system.

3.2 Areas of Continued Focus Identified in One-Year Retrospective Review - Interviewees did not directly raise this issue.

3.3 Next Steps

Proposed Actions:
<p>Analyze Workflow:</p> <ul style="list-style-type: none"> - Clarify Informed consent – What is being collected, how, what are we doing with the info and why? - Identify how information is being collected - Establish desired business flow and confidentiality process (e.g. who has access, to what, who can produce reports, who can see information, etc.). - Identify current and desired sequences of events to gather and store information

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Establish Enhanced Confidential Databases and Systems:	
<ul style="list-style-type: none"> - Conduct needs requirements for client management systems for SVPRO offices and for the IIO - Conduct needs requirements for central databases for a) confidential disclosures and or third-party reports; b) tracking type; status and findings of investigations; c) supports provided and d) appeals - Identify options for applications including costs, implementation timeframes, system requirements, etc. - Create budget submission and implementation plan including shutting down of hard and soft processes. - Create confidential centralized database managed by SVPRO and IIO with controlled access to others at UBC to input data (as required) 	
Coordinate Response:	
<ul style="list-style-type: none"> - Coordinate and create process and decision table defining disclosure responses on both campus. - Define what information needs to be captured at time of disclosure and how/where stored - Identify and/ create Information sharing protocols (e.g. Sexual Assault Response Team - SART). - Identify and confirm what information will be shared with appeal bodies (e.g. Senate) – for accommodation, concessions, respondent appeals (intersection of Policy 131 and other policies), etc. 	
Clarify Language:	
<ul style="list-style-type: none"> - Identify communication plan associated with data storage, analysis, and reporting 2020 review of policy 	
Proposed Lead(s):	
IIO Director, SVPRO-V Director, SVPRO-O	Vice-President, Human Resources Vice-President, Students Managing Director, SDS Office of University Counsel
Proposed individuals to be Proposed individuals to be Proposed individuals to be Consulted and Involved:	
IT (Business Analyst) Campus Security SASC	Human Resources Representative Labour Relations Representative Faculty Relations Representative

4.0 Area of Continued Focus #4: Clarify processes for accommodation concessions and accommodations.

4.1 Areas of Continued Focus Identified in Workshops

- More discussion is required in regards to Academic Concession versus Accommodation, specifically as related to
- Concessions relate to short term academic concerns for complainants and respondents (e.g. example: handing in a paper later, late withdrawal from course, extending time to finish coursework).
 - Concessions should be (defined) broadly but not too prescriptively to allow flexibility on a case by case basis depending on the circumstances.
 - Accommodation is a legally defined term and at UBC is connected to access and diversity related to a disability (e.g. writing an exam in a private space.)
 - Documentation of retroactive withdrawals may violate confidentiality principle so there is a need to determine how to record while not having the reason for the withdrawal on the student’s academic record
 - Every Faculty manages concessions differently.
 - Academic requests are usually accommodated but there can be delays.
 - Lack of involvement of the complainant’s experience in accommodation decisions.
 - Lack of clarity around what accommodations/concessions are available (i.e., what happens if it is a late ask) and for example, someone fails and then asks for accommodation/concession.
 - SVPRO needs the authority to make a recommendation for a concession without providing details about the nature of the assault.
 - No mention of concessions in Policy 131.

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4.2 Areas of Continued Focus Identified in One-Year Retrospective Review

Concerns raised included the Policy and procedural language on what accommodations and/or concessions can be offered to those involved in an investigative process. For example, accommodations are contemplated, whereas concessions are not, despite most of what is sought is a concession, not an accommodation, pursuant to other UBC policies. Clarification on the mixed use of these terms is necessary.

While SVPRO is tasked with identifying, accessing and coordinating accommodations, there is sometimes a lack of integration between the Board, the Senate, various faculty deans and SVPRO. As a result, those seeking academic accommodations may need to disclose more than once, are faced with decision-makers, who are not trauma-informed, or may result in an uneven or inconsistent outcome.

Student complainants and respondents may feel they must advocate for themselves, which is inconsistent with a trauma-informed approach. Requiring complainants, respondents and witnesses to repeatedly disclose to seek accommodation discourages engagement in the process, risks confidentiality and privacy issues and could result in complainants and respondents self-managing, rather than seeking out assistance (one example given was plagiarizing coursework rather than seeking an accommodation).

With respect to UBC Housing, interviewees identified a gap that does not allow complainants to request specific housing. This potentially puts them at risk of being housed with the respondent. Further, emergency housing is only available at the time of disclosure. Interviewees and workshop attendees identified the need for SVPRO to have the authority to make recommendations for housing accommodations without being required to provide more information about the allegation than what is necessary.

4.3 Next Steps

Proposed Action:	
<p>Consult:</p> <ul style="list-style-type: none"> - Clarify decision-making process and authority re: accommodations and concessions. - Clarify what information is required, on which an appeal may be granted and what information may not be relevant in appeals process. Clarify privacy and confidentiality requirements. - Leverage work of existing working at UBC-V and create working group in UBC-O (with advising managers and Senate (Chris Eaton)) to review academic concession surrounding sexual violence <p>Assess:</p> <ul style="list-style-type: none"> - Review SVPRO’s authority to make a recommendation for a concession without providing details about the nature of the assault and implement. - Provide best practices information to Senate and others about trauma informed approaches <p>Adjust Policy & Practice</p> <ul style="list-style-type: none"> - Ensure working groups integrate best practices (e.g. Ontario’s practices re: accommodations) and explore options for expert recommendation to be given to decision makers (e.g. UBC President, Deans, etc.) - Provide education/training/support for decision makers, complainants, respondents and managers to ensure understanding of request for accommodations and trauma informed approaches - Adjust Policy 131 language in 2020 review to include concessions. 	
Proposed Lead(s):	
Chair of Senate – V Chair of Senate - O Director, SVPRO –V	Assoc. Registrar Academic Governance & Director Academic Concessions Policy Working Group

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Director SVPRO-O	
Proposed individuals to be Consulted and Involved:	
IIO Team Student Ombudsperson AVP Equity & Inclusion Office of University Counsel Managing Director, SDS AVP Students – UBC-O	Representative Student Leaders - TBD Representatives of Student Unions (AMS, GSS, Postdoc) –TBD Centre for Accessibility Academic Concessions Policy Working Group

5.0 Continue to work on address concerns related to Retaliation

5.1 Areas of Continued Focus identified in Workshops

Retaliation is an issue beyond just Policy 131 and Policy 3. There is currently a multi-disciplinary working group on retaliation chaired by the Ombudsperson and AVP, Equity & Inclusion. Work needs to consider potential retaliation against complainants, witnesses, respondents and/or decision makers. SVPRO and Campus Security are also part of a larger working group on retaliation and safety issues

5.2 Areas of Continued Focus Identified in One-Year Retrospective Review

Interviewees did not directly raise this issue.

5.3 Next Steps

Proposed Actions:	
<ul style="list-style-type: none"> - Determine outstanding questions/concerns needing resolution around retaliation. - Clarify situations where there is a report of retaliation and how this will be included in the current/ongoing investigation or the process for addressing it - Identify and review departmental overlaps on similar work. - Document any decisions and/ changes to procedures and policies (as required) - Create a FAQ defining ‘What is retaliation’ what are expectations, and what are consequences’? - Create education and awareness materials on retaliation. - Provide a clear stance on zero-tolerance and outline support systems available - Communicate with and train (as per communications and training plans) key stakeholders. 	
Proposed Lead(s):	
Ombudsperson for Students AVP Equity & Inclusion	
Proposed individuals to be Consulted and Involved:	
IIO Team Director, SVPRO-V Director, SVPRO-O	Office of University Counsel Faculty Relations Representative LR/Employee Relations Representative

6.0 Review Policy 14 (Interim Measures) to ensure integration with Policy 131

6.1 Areas of Continued Focus Identified in Workshops

Students are concerned about the interaction between Policy 131 and 14. Policy 131 does not have interim protective measures (e.g. accommodations for complainants or respondents) as Policy 14 predates policy 131. Complainants have requested that interim measures be put into place.

Policy 14 needs more clarity regarding:

- When is it relevant? Only when a report is made or can it be apply I the absence of a report?
- What evidence is needed to take actions under Policy 14 (e.g. Social Media/E-mails?).
- How do we use Policy 14 in conjunction with Policy 131. The issue with Policy 14 is that it can ONLY be used when there is going to be an investigation and if someone only wants to disclose, and not to report, than interim measures can't be put in place. 'Interim measures' require an investigation
- How IIO is to be involved.
- There is a high threshold for enacting Policy 14. Is it too high for Policy 131?

6.2 Areas of Continued Focus Identified in One-Year Retrospective Review

Non-academic interim measures are an issue that arose consistently in the interviews and workshops. Interviewees were primarily concerned with the balance between a complainant's right to privacy, community safety, and the respondent's right to procedural fairness. While Policy 14 offers an opportunity for non-academic interim intervention, the measures in Policy 14 do not specifically address Policy 131. Furthermore, it was reported that faculty and Security have been receiving disclosures and in some cases if there was to be an investigation, under Policy 14 they may be taking action (e.g., Security was reported to have restricted a respondent's access to certain space prior to the conclusion of an investigation.) The liability issues for violating the principle of procedural fairness in terms of faculty and security taking actions that are punitive in nature pre-emptively against a respondent should be spelled out more clearly

As the investigation and outcome can take time, stakeholders are unsure of how to address imminent safety concerns. Some interviewees have requested more guidance pertaining to non-academic interim measures.

6.3 Next Steps

Proposed Actions:
<p>Consult & Assess</p> <ul style="list-style-type: none">- Consult with Legal Counsel to examine interim measures and current practices and policies- Through consultation, identify areas of continued focus and areas of improvements to procedures and policies (if required).- Clarify what constitutes criminal actions in Policy 14 or 131. These policies both fall under the auspices of Administrative Law, not Criminal Law. Both may cover actions that can be criminal (if reported to the police) but we don't have any jurisdiction in those matters <p>Adjust:</p> <ul style="list-style-type: none">- Propose any required decisions and or changes to procedures and policies (as required)- Communicate with and train (as per communications and training plans) key stakeholders- Enhance Education/information on Policy 14.

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Proposed Lead(s):	
Director, Campus Security Director, Student Conduct & Safety Associate Director, Student Safety –UBCO	
Proposed individuals to be Consulted and Involved:	
IIO Team Director, SVPRO-V Director, SVPRO-O	Managing Director, SDSs AVP Students – UBCO Office of University Counsel Student Leaders -TBD Student Union Leaders – TBD

7.0 Explore options to enhance practices for communicating investigation report findings leading to disciplinary measures.

7.1 Areas of Continued Focus Identified in Workshops:

There are differences in communication of investigation report findings to students, faculty and staff. This is due to differences in relationships of these parties with UBC stemming from employment legislation, union agreements, and the process for non-academic misconduct for students. Students do not receive a copy of the report prior to the communication of disciplinary sanctions while faculty and staff members do receive a copy.

7.2 Areas of Continued Focus Identified in One-Year Retrospective Review

Interviewees did not directly raise this issue.

7.3 Next Steps:

Proposed Actions:	
Review and Confirm Procedure:	
<u>Phase 1</u>	
<ul style="list-style-type: none"> - Research historical rationale for differences in communication procedures and supports for students, faculty and staff. - Discuss potential approaches to achieve consistency with Student procedures (Participants in the discussion to include SVPRO, Legal, IIO, VP HR, University Counsel, VP Students, Student Ombudsperson) - Identify and review other universities’ process share reports with respondents and complainants 	
<u>Phase 2</u>	
<ul style="list-style-type: none"> - Determine if change is required and if yes, create plan to communicate impacts to related policies/practices. - Revise procedure and communicate 	
Proposed Lead(s):	
Office of University Counsel IIO Team VP Students	AVP Students – UBCO Ombudsperson for Students
Proposed individuals to be Consulted and Involved:	
Director, SVPRO-V Director, SVPRO-O Representative Student Leaders –TBD Representatives of Student Unions (AMS, GSS, Postdoc) – TBD	AVP Equity and Inclusion Office Faculty Relations Representative Employee Relations Representative

8.0 Clarify process integration related to Anonymous & Third Party complaints

8.1 Areas of Continued Focus Identified in Workshops

Policy 131 refers to Third Party allegations but not to Third Party Reports (Section 5). Third party reporting can occur but the DOI needs to consider the evidence available (because the survivor is not the complainant), privacy issues, and the impetus for a third party report (e.g. student safety). Information flow needs to be confirmed from DOI to SVPRO or from SVPRO to DOI when the survivor may not have made the disclosure, how long records will be kept, and when, how used, and by whom, and protections for faculty and staff making Third Party Reports.

8.2 Areas of Continued Focus Identified in One-Year Retrospective Review

The Anonymous and Third Party Allegations section of the Policy is a source of ambiguity and confusion. Interviewees were specifically concerned about privacy, confidentiality, and survivor autonomy. Questions raised included what information a third party reporter should be privy to, and how to proceed if a survivor chooses not to report when the third party submits an allegation. Furthermore, there is lack of clarity in the definition of “anonymity”. Overall, interviewees requested more instruction regarding section 5 of the Policy.

8.3 Next Steps

Proposed Actions:	
<ul style="list-style-type: none"> - More clearly define ‘what is third party disclosure and when it should it be used - Establish workflow for IIO to provide allegation information to SVPRO (and vice versa). - Provide an FAQ that defines and clarifies the differences between “reporting”, “allegation” and “disclosure”. - Integrate clarified definitions into training for all UBC leaders - Provide education on definition and obligations re: Public safety vs Student Safety 	
Proposed Lead(s):	
IIO Team Office of University Counsel	
Proposed individuals to be Consulted and Involved:	
Representative - Campus Security (both campuses) Representative – Student Safety (both campuses) Representative – Residence (both campuses) Representatives - Heads of Departments and Deans Managing Director, SDS AVP Students – UBC-O	Director, SVPRO-V Director, SVPRO-O VP Students VP HR HR (ER/LR and FR) senior leadership representatives

9.0 Enhance process to ensure timelines met and clarify disciplinary processes

9.1 Areas of Continued Focus identified in Workshops

Delays in the investigation process can result from difficulty in finding a trauma-informed trained investigator and in the past have taken up to 2 months. A list of trauma-informed investigators has been developing over the last year. After the investigation report has been received, (investigations typically take 45 – 60 days) there is sometimes a delay in the decision makers determining discipline and or resolutions.

The timeliness of the process is a serious concern, affecting not only the experience of those involved in the process and their wellbeing, but also potentially compromising the fairness of the process and outcome. Strictly adhering to timeliness should not be used as a justification to make shortcuts in procedural fairness, or in compromising a trauma-informed approach. Respondents should be given the full opportunity to understand the case against them, share any mitigating circumstances, and add any information they feel is important directly to the final decision-maker.

9.2 Areas of Continued Focus Identified in One-Year Retrospective Review

An area of concern is the process that occurs after an investigation report is produced and submitted to decision makers. Related is the concern that to access other resolution processes, such as alternative dispute resolution, someone is required to report rather than only disclose. One source of frustration is the amount of time it takes to informed of a disciplinary decision.

Suggestions for improvements include creating a feedback process through investigation, with clearly delineated points when updates will be given to assist not only complainants and respondents, but also SVPRO, Student Housing, and the Investigations Office to provide information to their respective stakeholders.

There are concerns about the ability of complainants to give input into the disciplinary process. It was commented that any complainant input needs to be balanced with consistency (i.e. fairness) in disciplinary decisions. While there was discussion of Restorative Justice and re-integration after a discipline decision, concerns were expressed about the specificities of the University and the substantial financial and time investments of a student. Concerns were expressed about when and how mitigating circumstances for students are considered and interviewees stated the need for a clear procedure.

9.3 Next Steps

Proposed Actions:
Resourcing <ul style="list-style-type: none">- Two internal investigators were hired and will be trained on trauma informed investigations. This will expedite investigations and follow up
Review and Enhance Processes <ul style="list-style-type: none">- Examine required refinement of procedures to address the additional time between when the investigation report is received, decision making, and communication of decisions- Set a standard for the time between review of jurisdiction, and the assignment of investigator, ideally lining this up in a manner that does not extend the time beyond 60 days.- Establish templates and report standards for investigations to ensure quality information is included in reports and clearly laid out for decision-makers to consider in determining discipline

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Proposed Actions:	
<ul style="list-style-type: none"> - Monitor timing on investigations to ensure a process that moves as quickly as possible, especially in the case of students because of the impact on academic work - Review, confirm and modify current communication methods for reporting out and for updates on the timeline of investigation including pre-and post-investigations - Create a feedback process during the investigation, with clearly delineated markers where updates will be given - Build a procedure to allow for consideration of mitigating circumstances for students - Review and assess the process for the ability for complainants to provide input into post-investigation process e.g. providing a victim impact statement 	
Options:	
<ul style="list-style-type: none"> - Explore Restorative Justice options 	
Proposed Lead(s):	
Office of University Counsel VP Students	AVP Students – UBCO Managing Director, SDS Ombudsperson for Students
Proposed individuals to be Consulted and Involved:	
Representative Student Leaders –TBD Representatives of Student Unions (AMS, GSS, Postdoc) – TBD IIO Team	Director, SVPRO-V Director, SVPRO-O AVP Equity & Inclusion Office

10.0 Continue work on integration on alignment of related and intersecting UBC policies as well as provincial polices (e.g. WorkSafe BC).

10.1 Areas of Continued Focus Identified in One-Year Retrospective Review

There are many policies that overlap with Policy 131 and its procedures (see Appendix 2). The current Policy 131 procedures and workflows do not contemplate supports to respondents/complainants beyond SVPRO and IIO. In addition, there are other fact-finding/information gathering procedures that are listed under other policies that may intersect with Policy 131 (e.g. Policy 14, Policy 95, and Policy 97) that may also need to be reviewed.

Generally, the main concerns is that other related policies may not take a trauma-informed or survivor-centric approach. In addition, many of the policies require disclosure to multiple people outside of SVPRO or IIO and may require decisions to be made by people who may not be trauma-informed, which could lead to inconsistencies. This raises concerns of privacy and confidentiality for both respondents and complainants..

10.2 Next Steps

Proposed Actions:	
Policy Overlaps:	
<ul style="list-style-type: none"> - Review all policy intersections and identify areas of continued focus with Policy 95, 97 & 14 - Develop Policy Framework procedures for Policy 97, 85, RES, 95, Student Code of Conduct & other policies identified in Roper-Greyell report. - Consult (VP Students and VP HR) with OUC and Senate Secretary on policies and overlaps 	
Proposed Lead(s):	
Office of University Counsel	VP-HR VP Students

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Proposed individuals to be Consulted and Involved:	
IIO Team Director SVPRO-O Director, SVPRO-V Associate Registrar Academic Governance & Director Senate & Curriculum	Human Resources Representative Employee/Labour Relations Representatives Faculty Relations Representation AVP Students – UBCO Managing Director, SDS

11.0 Clarification on units and roles involved with Policy 131 and increase overall visibility

11.1 Various other Areas of Continued Focus identified in Workshops

The workshops afforded beneficial discussion and opportunity for learnings from different groups of stakeholders that interact and intersect with Policy 131. The discussion identified several touchpoints that need clarification and or alignment and relationships that need nurturing.

There are ongoing inconsistencies (although this is diminishing with education, communications and awareness activities) across Faculties in the way things are being handled in regards to disclosures, reports, fact gathering, and delivering outcomes. Some of the areas of confusion or lack of clarity continue to be about differences between “disclosing” and “reporting”; when and how to involve SVPRO vs IIO; how to manage disclosures with a trauma informed approach; accountabilities for faculty members and academic leaders related to Policy 131 and Policy 3; and the prevention of retaliation. There continues to be concerns about creating a; seamless transition from the investigation process to the disciplinary process, if required” which may be related to clarity in handoffs in roles and responsibilities.

HR/FR representatives may be the first contact for faculty and Administrative Heads of Unit which provides opportunities to answer questions and provide education Policy 131 processes. It is essential for HR/FR personnel to work closely with the SVPRO and IIO teams to ensure procedures are followed to support investigation and disciplinary processes.

11.2 Areas of Continued Focus Identified in One-Year Retrospective Review

There is a perception that UBC community members’ still do not have clarity around roles when filing complaints (e.g. SVPRO, FR, IIO, SASC, and HR). Although processes such as workshops and the progression of time may have addressed this concern, clear flow charts labelling each department’s responsibilities are required. A flowchart or other visual aid of each department’s mandate and responsibilities will be created, including any overlap or areas of ambiguity. This would be of great benefit when conducting educational outreach with students, faculty and staff. People are confused about mandates and key points of contact.

Some faculty, staff and students continue to misunderstand the distinction between SVPRO and the IIO. Similarly, some do not understand the role of the Equity & Inclusion Office because of the overlap on sexual harassment between Policy 3 and Policy 131.

11.3 Next Steps:

Proposed Actions:	Leads:
Role Clarity – SASC & SVPROs & DOI - SASC and SVPRO will meet to discuss respondent supports	IIO Team OUC Dir - SVPRO-V Dir, SVPRO-O

Appendix 4B-2 – PCI Committee - UBC POLICY 131 Summary of Stakeholder Workshops and One-Year Retrospective Review

Proposed Actions:	Leads:
<ul style="list-style-type: none"> - Hold working session with SASC, SVPRO and DOI to consider how SASC links to Policy 131 & enhance understanding as to what SASC requires for its work in providing support for respondents/complainants 	SASC Lead
<p>Role Clarity – SVPROs and IIO</p> <ul style="list-style-type: none"> - Need to continue dialogue on clarification of accountabilities, policy overlaps, communications, and procedures. Roles and responsibilities to be documented and shared with the UBC community. 	IIO Team Dir, SVPRO -V Dir, SVPRO-O
<p>Security and Safety</p> <ul style="list-style-type: none"> - Establish working group to align UBC-O & UBC-V on campus security processes to aim for consistency across campuses - Clarify expectation for relationships between IIO & campus Security (different at the 2 campuses) - Define standard/criteria/process for Campus Security involvement i.e. when complainant or respondent is a visitor to campus and/or not a student/staff member - SVPRO & Campus Security to discuss if and how UBC can respond to requests from complainants not to be in contact with those who are alleged to have engaged in sexual misconduct. This would be helpful in a situation in which complainant does not want contact with respondent but is not interested in making a report 	IIO Dir, SVPRO-V Dir SVPRO-O UBCV Campus Security UBCO Security
<p>SHHS/SVPRO and DOI Interactions:</p> <ul style="list-style-type: none"> - Hold working sessions with other support services (e.g. SHHS) to ensure workflows are integrated and aligned - Identify areas of continued focus, update procedures and policies (as required), communicate and train where required (as supported by a communications and training plan) 	IIO Team Dir, SVPRO-V Dir SVPRO-O Tbd SHHS Leaders
<p>HR/FR/DOI Interactions:</p> <ul style="list-style-type: none"> - Review and create written procedures on the interactions between the Administrative Head of Unit (advised by HR or FR) and IIO on the receipt of complaints, the commencement of investigations and the receipt of investigation report to ensure seamless transition between the UBC offices - Clarify roles and responsibilities between HR, FR, and DOI. - Identify areas of continued focus and misalignment, revise related procedures and policies (if required) - Develop communication and training plans to use with key stakeholders 	IIO Team *Managing Director, Faculty Relations Managing Director HR Advisory Services
<p>Equity & Inclusion/DOI Interactions:</p> <ul style="list-style-type: none"> - Review roles at University and identify any overlaps or areas of continued focus between Policy 131 and Policy 3 - Clarify roles and responsibilities between Equity & Inclusion and DOI - Identify areas of continued focus and misalignment, revise related procedures and policies (if required); develop communication and training plans for key stakeholders 	IIO Team AVP Equity & Inclusion
<p>Education & Training:</p> <ul style="list-style-type: none"> - SVPRO and IIO to create and implement system-wide education and training plans to enhance awareness and skills with a consistent rollout in regards to: 	IIO Team Dir, SVPRO-V Dir SVPRO-O

Appendix 4B-2 – PCI Committee - UBC POLICY 131 Summary of Stakeholder Workshops and One-Year Retrospective Review

Proposed Actions:	Leads:
<ul style="list-style-type: none"> ○ Trauma-informed practices ○ Handling disclosures, making referrals to SVPRO ○ Explore further education and the structure needed for ADR - Provide education to faculty based on 3 key points: <ul style="list-style-type: none"> ○ Conflict of interest ○ Difference between IIO and SVPRO ○ Receiving disclosures, due process, procedural fairness and restrictions on respondents - Create and implement a training/awareness program for academic, student and administrative leaders to increase understanding of sexual misconduct and their roles under Policy 131. - Provide education (informed by data) to policy decision makers e.g. Senate, Board, Executives/Deans, leadership. - Ensure heads and managers seek advice form HR/FR when allegations include employee respondents - Consider having education related to Policy 131 as part of mandatory training at UBC 	

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Appendix 1 – Workshop Attendees

Workshop 5: Consolidation - August 8, 2018		
August 8, 2018		
<i>Participant List</i>		
Amal	Alhuwayshil	President, UBCSUO
Ogake	Angwenyi	Sexual Violence Response Specialist, SVPRO
Sonya	Boyce	Director, SVPRO
Kristin	Cacchioni	Senior Manager, Faculty & Employee Relations, HR -UBCO
Ian	Cull	Associate Vice-President, Students - UBCO
Lindsay	Cuncins	Support Worker SASC
Shannon	Dunn	Director, Business Operations - UBCO
Lindi	Frost	Director, Employee & Labour Relations, HR
Max	Holmes	VP Academic, AMS
Wendy	Luong	Policy 131 Implementation Project Coordinator
Jeanie	Malone	Student, Board of Governors
Allison	Matacheskie	Director, Faculty Relations, HR
Myrna	McCallum	Director of Investigations
Rob	McCloy	Executive Director, Campus Safety and Security
Barbara	Meens Thistle	Vice-President, HR
Roshni	Narain	Human Rights Advisor, Equity and Inclusion
Dawn	Nealon	Sexual Violence Response Specialist, SVPRO
Janice	Robinson	Director, Residence Life & Admin
Lorena	Seggie	Sexual Violence Response Advisor, SVPRO
Carly	Stanhope	Special Advisor, Investigations Office
Shilo	St. Cyr	Director, SVPRO-UBCO
Janet	Teasdale	Managing Director, Student Development & Services
Jeannie	Wexler	WMC Facilitator

Appendix 2 – Assessment of Overlapping Policies

Policy No. and Name	Policy Language	Overlap/Conflict with Policy 131
Academic Concessions (UBC(O))	<ul style="list-style-type: none"> - Expects the student to advocate for themselves in order to get a concession as soon as the need arises - Each request considered on its merits 	<ul style="list-style-type: none"> - This may not be trauma-informed and is highly discretionary based on the instructor/dean/faculty - Lack of consistency, not in keeping with a university-wide policy
Academic Concessions (UBC (V))	<ul style="list-style-type: none"> - <i>To request, contact academic advising</i> - <i>Your advising office will require documentation before processing your request, if you have been asked for documents, should seek them from a health care provider</i> 	<ul style="list-style-type: none"> - Difficult to find contact for academic advising for some faculties, extra stress on an already stressful situation - Requires the complainant to disclose twice (once to academic advising, second to a health care professional)
Policy 73 – Academic Accommodations	<ul style="list-style-type: none"> - Available for students who have a disability, which requires accommodation. - Disability is defined as a mental or physical health impairment (can be temporary) and experiences functional restrictions or limitations on their ability to perform life’s activities - Students must self-identify as disabled and provide documentation 	<ul style="list-style-type: none"> - Undefined in policy 131, conflated with concessions - A complainant isn’t necessarily disabled, and even if they are, it’s likely they may yet be undiagnosed - Provision of documents requires double disclosure
Appeals	<ul style="list-style-type: none"> - There are varying rights for students to appeal any disciplinary decision of the President to the Senate committee within 45 days of the decision. - At least 5 members of the Senate Committee consider the appeal. - Appeal processes for Faculty and Staff are as per collective agreements, policies, and legislation 	<p>Key questions to be considered are:</p> <ul style="list-style-type: none"> - Who sits on the committee? What kind of training do they have vs what they need? Are the processes trauma-informed? How is privacy protected?
Policy 3 and procedures – Discrimination and Harassment	<p><i>Policy</i></p> <ul style="list-style-type: none"> - Linked to the <i>B.C. Human Rights Code</i> grounds - Section 1.2 contemplates a complaint by an administrative head - Section 2.2 defines the grounds and includes sexual harassment and sexual assault <p><i>Procedures</i></p>	<p><i>Policy</i></p> <ul style="list-style-type: none"> - Narrower definition of sexual misconduct than under 131 - 131 does not contemplate this unless this is captured under 3rd party allegations - Doesn’t include sexual misconduct, different definition than 131 <p><i>Procedures</i></p> <ul style="list-style-type: none"> - No discussion of non-members - No time limits to bring a complaint

Appendix 4B-2 – PCI Committee - UBC POLICY 131 Summary of Stakeholder Workshops and One-Year Retrospective Review

Policy No. and Name	Policy Language	Overlap/Conflict with Policy 131
	<ul style="list-style-type: none"> - Contemplates complaints by non-members of the university community - Limits on time to bring a complaint - Disciplinary/resolution decisions rests with the Director, Equity complaint management 	<ul style="list-style-type: none"> - Disciplinary decisions go to the President
Policy 14 and Procedures – Response to At-Risk Behaviour	<p><i>Procedures</i></p> <ul style="list-style-type: none"> - Contemplates interim measures for at-risk behaviours - Encourages reporting to campus security or emergency services - The Head of Student Affairs conducts an investigation into whether there is at-risk behaviour occurring 	<p><i>Procedures</i></p> <ul style="list-style-type: none"> - No interim measures contemplated, nor any definition of at-risk behaviours - Disconnect as to who to report to – SVPRO or campus security? Privacy considerations - Overlap between investigation processes – when does the DOI get involved?
Policy 95 - Investigations	<ul style="list-style-type: none"> - Forbids disclosure of information to anyone except their own personal advisors or representatives, or as required by law 	<ul style="list-style-type: none"> - Complainants need to talk about what happened to them – part of their coping processing

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Policy 131 Retrospective Review - Decisions and Action Items from Point Leads - Updated as of March 31, 2019

Key Focus Areas	Who Should Take the Lead?	Notes	Timing
1.0 Enhance Organizational Supports for Respondents	Janet Teasdale (MD SD&S) and Ian Cull (AVP Students)	.5 FTE was approved for UBC-O for respondent support (other .5 of the FTE will be focused on Human Rights) Solution for UBC-V still under design (J. Teasdale)	This initiative should be completed prior to the Three-Year Policy 131 consultation period (January-February 2020).
2.0 Clarify and communicate definitions & application of Jurisdiction	Robyn Gervais and Shelley Ball (IIO)	Independent Investigations Office is creating FAQs and other guidance to be published on its website. Any legal questions about interpretation of the Policy can be referred to Mark Hulstein in the OUC.	This initiative should be completed prior to the Three-Year Policy 131 consultation period (January-February 2020). ETA is by May 15, 2019.
3.0 Determine required enhancements to confidential systems to track and report information	Carol Naylor (SVPRO) and Shilo St. Cyr (SVPRO)	Independent Investigations Office and Equity and Inclusion Office need to be involved in this initiative.	This initiative should be completed prior to the Three-Year Policy 131 consultation period (January-February 2020).
4.0 Clarify processes for accommodation concessions and accommodations	Janet Teasdale (MD SD&S) and Ian Cull (AVP Students)	Paul Harrison and Max Holmes are also chairing a Senate committee that is reviewing the implications for academic concessions.	This initiative should be completed prior to the Three-Year Policy 131 consultation period (January-February 2020).
5.0 Continue to work on address concerns related to Retaliation	Lorena Vlad (OUC)		Development of a new policy (led by OUC) will take place between September 2019 and June 2020.
6.0 Review Policy 14 (Interim Measures) to ensure integration with Policy 131	Mark Crosbie (OUC)	Aside from the review of Policy 14, it may also be necessary to amend Policy 131 to provide more authority to the DOI to implement interim protective measures. This issue will be discussed in the Three-Year Policy 131 review process.	This initiative should take place at the same time, or shortly following, the Three-Year Policy 131 review process (September 2019 - June 2020).
7.0 Explore options to enhance practices for communicating investigation report findings leading to disciplinary measures	Mark Hulstein (OUC)	OUC will set up a meeting with Shirley Nakata to discuss how this issue will be addressed.	This initiative should take place at the same time, or shortly following, the Three-Year Policy 131 review process (September 2019 - June 2020).
8.0 Clarify process integration related to Anonymous & Third Party complaints	Robyn Gervais and Shelley Ball (IIO)	SVPRO needs to be involved in this initiative.	This initiative should be completed prior to the Three-Year Policy 131 consultation period (January-February 2020).
9.0 Enhance process to ensure timelines met and clarify disciplinary processes	1. Review of investigation timeliness: Robyn Gervais and Shelley Ball (IIO) 2. Disclosure of discipline to complainants: Paul Hancock (OUC)	This is currently underway and ongoing. New investigations have adhered to the 14 day limitation to determine jurisdiction. Hiring a contractor to create a comprehensive bring-forward system to ensure that timelines are consistently met.	This initiative should be completed prior to the Three-Year Policy 131 consultation period (January-February 2020).
10.0 Continue work on integration on alignment of related and intersecting UBC policies as well as provincial polices (e.g. WorkSafe BC)	OUC	As policies are reviewed by OUC, alignment wth intersecting policies are being formally checked.	Currently underway and ongoing.
11.0 Clarification on units and roles involved with Policy 131 and increase overall visibility	This initiative requires continuous engagement by IIO, SVPRO, EIO, VP Students, and other relevant units	Continual awareness building is occuring jointly and individually by IO and SVPRO teams.	Currently underway and ongoing.

Appendix 4C-1 Communications & Awareness Plan Status Update (June 2018 – April 30, 2019)

Please also refer to Appendices 3A, 3B, and 3C for Annual Reports from the SVPRO-V, SVPRO-O and IIO

Milestones	Highlights of Deliverables	Learnings & Challenges	Actions, Resolutions and Next Steps
<p>Develop and implement comprehensive communications strategy and plan</p>	<ul style="list-style-type: none"> Communication Plan with campaign calendar for SVPRO V&O completed 08/2018 Communication Plan for IIO completed 12/2018 University’s position on sexual assault video featuring UBC President and SVPRO-V Director completed 09/2018 	<ul style="list-style-type: none"> Operational needs of IIO (investigation), staffing and resource capacity impacted the timely development of a comprehensive communication strategy and plan. Future communications strategy and plan will be more collaborative across units: SVPRO V&O and IIO and we will better leverage ongoing relationship with key stakeholders across campus such as EIO, AMS, SASC, UBCSUO, SARA, Health and Counselling, etc. Limited competencies in developing communication and awareness plans within the units and therefore needed to leverage other departments for assistance which were also under-resourced. 	<ul style="list-style-type: none"> SVPRO-O&V-Campaigns modified from monthly to quarterly campaigns to effectively engage audiences and community. New campaign calendar for 19/20 by Q3. Initial planning to begin in Q2. IIO-updated new communications plan and campaign calendar for 19/20 has been drafted (Appendix 4C-2).
<p>Develop and implement awareness building and engagement campaigns.</p>	<p>SVPRO-V: Partnership with UBC’s Jump Start program and Residence to roll out a large scale awareness & engagement campaign, primarily targeted at first year students, including digital, print, material and face-to-face communication to:</p> <ul style="list-style-type: none"> 3400 first year students enrolled in Jump Start or 50% of the incoming class; (80% living in residence, 20% commuter students) 260 Jump Start and Collegia Student Leaders 250 Residence Life Student Leaders 11,800 students living in residence 4,500 parents of students living in residence Articles on sexual violence prevention and consent + SVPRO information in Connect (housing publication) for all student residents and their parents <p>Successful launch and implementation of SVPRO’s ‘We Believe You’ campaign from 09/2018 – 12/2018 across Vancouver and Okanagan campus. Key highlights include:</p> <ul style="list-style-type: none"> 24/7 After Hour supports launched with SHHS for 09/2018 Successful presentation during Athletic orientation resulting in request for SVPRO message on Jumbotron at Homecoming on Sep. 22, 2018. Approx. 12,000 in attendance. (UBCV) Pledge Life campaign currently posted in Student Life Building. ‘We Believe You’ translated in a number of languages including French, Halkomelem, etc. (UBCV) Digital signage on TVs across campus (UBCV) Boothing at SPARK, Bookstore, Imagine Day, Staff Welcome Back BBQ, GSS Resource Fair, Crime Prevention Week with Campus Security, Open house RCMP UBC Detachment (UBCV) ‘We Believe You’ transit posters (UBCV) Collateral: t-shirts, water bottles, chocolate, key tags, stickers, buttons, postcards, cell phone card wallet (UBCO&V) Launch of website (UBCO&V) SVPRO Info Booklets and SVPRO tags at Residence and Academy Hill (UBCO) Boothing at: new Grads Student Trade Show, Create, Jumpstart Welcome Week, Expo Day, Welcome Back BBQ for Staff and Faculty Sexapalooa night, Counter protest against pro-life with SARA, Slutwalk, Fright Night (UBCO) ‘We Believe You’ article in the Phoenix (UBCO) <p>Joint – IIO and/or SVPRO O&V: SAAM and Consent is Clear campaign</p> <ul style="list-style-type: none"> Launch of SAAM webpage in 01/19 with list of SAAM events for the month of January and toolkit for students, faculty and staff (SVPRO V&O) Superbooth (SVPRO-V, SASC & IIO) at Varsity Women’s Ice Hockey Sexual Assault Awareness Game and Turn It Up & Disrupt Event Some key Vancouver events include: Sovereign Bodies: Decolonizing Consent (with SASC, IIO and SVPRO-V) and Queering Consent: An Evening of Spoken Word and Storytelling (with SHHS and SVPRO-V) in addition to other events in collaboration with campus partners such as: Wellness Peers/Heath and Promotions, SASC, EIO, GSS, IIO, AMS, etc. Some key Okanagan events: Consent panel (SVPRO-O, IIO and Counselling), Clothesline Project (SARA & SVPRO-O), Moosehide Campaign (Aboriginal Programs and Services and SVPRO-O), Tarana Burke Student Event (SVPRO-O & UBCSUO), Come Back Class (IIO&SVPRO) Digital signage, large format posters, street/floor decals and window decals with 	<ul style="list-style-type: none"> Understanding capacity issues and shifting focus on building more meaningful engagement with audiences has resulted in the expansion of campaign duration from monthly to quarterly. 	<ul style="list-style-type: none"> Planning for upcoming 19/20 campaigns started 05/19. Campaigns will leverage ongoing collaborations across units (SVPRO-O&V and IIO) with campus partners such as SASC, AMS, Counselling, UBCSUO, SARA, SHHS, EIO, etc. Ongoing awareness building will continue through presentations such as (for example) ‘How to Respond to Disclosures’ Presentation at Social Sciences Congress Conference with SVPRO-V&O (Q2 2019)

Appendix 4C-1 Communications & Awareness Plan Status Update (June 2018 – April 30, 2019)

Milestones	Highlights of Deliverables	Learnings & Challenges	Actions, Resolutions and Next Steps
	<p>campaign messaging placed in high traffic areas such as:</p> <ul style="list-style-type: none"> ○ Vancouver: UBC Life Building, UBC Campus Bookstore (Vancouver), Martha Piper Fountain, the Nest, Residences ○ Okanagan: Fipke Centre, EME Building, university Centre <p>Community engagement and education:</p> <ul style="list-style-type: none"> • IIO: presentation to AMS Bike Co-Op & Bike Kitchen (IIO), Turn It Up and Disrupt Festival (for students, faculty, staff, community) • SVPRO-O: Sexual Violence workshop in 2 Sociology 100 classes (300 students), Sexual Violence workshop in ANTH 257 		
<p>In collaboration with others, design and deliver collateral for communication tactics</p>	<p>Information Folders:</p> <ul style="list-style-type: none"> • Supporting Survivors of Sexual Violence Folder completed and launched on both campuses • 'Independent Investigations Office at UBC' Folder complete and launched in Jan 2019. • Approximately 3000 folders distributed by SVPRO-V <p>Websites:</p> <ul style="list-style-type: none"> • SVPRO-V & O and IIO launched <p>Signage</p> <ul style="list-style-type: none"> • Elevator signage for SVPRO-V completed 04/19 and listed on UBC wayfinding • Signage outside office directing visitors to SVPRO-O 	<ul style="list-style-type: none"> • Capacity issues delayed the completion of the IIO folder as IIO priorities for 2018 Q3 & Q4 were recruitment, onboarding new staff to UBC, IIO and investigations.. 	<ul style="list-style-type: none"> • Revision of SVPRO & IIO folders to be enhanced and aligned to Policy 131 three year review findings (by Q4 2019/2020) • Website redesign for SVPRO O&V and IIO will occur after Policy 131 three-year review. • Signage for IIO will be updated with relocation to permanent space 05/19.

DRAFT

UBC Independent Investigations Office (IIO)

Communications plan for building awareness of the IIO and educating the UBC community on its role

Suggested timeline: January 2019 to September 2020

Draft submitted November 28, 2018

Background

On May 18, 2017, UBC policy #131: *Sexual Assault and Other Sexual Misconduct* came into effect. The policy articulates UBC's commitment to supporting individuals affected by sexual assault by providing information on available resources and options, educating the UBC community on how to respond to disclosures of sexual assault, and creating a process to respond to and investigate allegations.

To enact on this commitment, the university established three new offices: a Sexual Violence Prevention and Response Office (SVPRO) on each campus, which act as points of contact and liaison for faculty, staff and students who have experienced sexual assault, and a single Independent Investigations Office (IIO), which supports both campuses and is responsible for ensuring that all reported acts of sexual assault and misconduct are investigated fairly, using a trauma-informed approach.

Given the newness of policy #131 and the creation of these offices, there is limited awareness across UBC of their role in supporting students, staff and faculty members. There also appears to be confusion between the distinct roles of the two SVPRO and the IIO.

The purpose of this communications plan is to raise awareness of the distinct role of the IIO, facilitate access to its resources and ensure that all members of the UBC community understand their rights, responsibilities and legal obligations around reporting sexual assault and misconduct.

Key Audiences

UBC's community consists of more than 65,000 students and more than 16,000 faculty and staff, across its Vancouver and Okanagan campuses and distributed learning sites.

Every single person in this community can potentially be affected by sexual assault and misconduct, as either a complainant, respondent, witness or confidante. Therefore, it is important that communications activities are broad-based, inclusive, clear and easy to understand.

Strategic Goals

For the purposes of this communications plan, the following goals have been identified:

1. To raise awareness of the IIO across both UBC campuses and distributed learning sites, while clearly defining its role and differentiating it from SVPRO and other offices responding to sexual assault and misconduct.
2. To help facilitate access to IIO resources by implementing digital reporting methods that minimize reporting barriers.
3. To educate faculty, staff and students on their rights, responsibilities and legal obligations around sexual misconduct.

Opportunities

January 2019 is sexual assault awareness month at UBC. While this is a student-led initiative, the campaign's goal of raising awareness and understanding about sexual assault and its prevention could underpin the launch of an awareness campaign for the IIO.

In September 2019, the VP Students portfolio is also likely to launch a student campaign around the topic of sexual assault. 2018 campaign's message, '*We believe you,*' was unfortunately not aligned with the IIO's mandate of fairness and due process. A 2019 campaign presents an opportunity for IIO to be involved in establishing the key message and for launching the educational portion of this communications plan.

Given these two opportunities, the following communications plan is designed to put foundational communications pieces in place beginning in January 2019 and then preparing to launch the educational component in September 2019.

Other Considerations

Although not addressed directly in the current communications plan, the university should consider creating a stand-alone website that summarizes policy #131 and links to all of the UBC offices that can support people involved in the disclosure of sexual assault and sexual misconduct.

This would allow an audience-led approach, which would minimize the confusion around who does what and streamline access to services and resources for all members of the UBC community.

This user-focused site should be organized to address the concerns of all affected parties. Headlines can be very directive:

- If you are the victim of sexual assault or misconduct, go here.
- If you have been accused of sexual assault or misconduct, go here.
- If you have witnessed sexual assault or misconduct, go here.
- If someone you care about has been affected by sexual assault or misconduct, go here.

Communications Activities

Goal 1: To raise awareness of the IIO across both UBC campuses and distributed learning sites, while clearly defining its role and differentiating it from SVPRO and other offices responding to sexual assault and misconduct.

Activity	Target timeframe	Teams Involved	Resources Required
<p>Review existing IIO website text and make adjustments to minimize jargon and create the feeling of conversation and respect.</p> <p>For example:</p> <ul style="list-style-type: none"> ● Include a short message from the director (with a photo or the director or a team photo) on the home page, so people know that they are communicating with real people. The campus photo that is currently there does not inspire human trust. ● Ensure that all bios have photos with them. ● Minimize legal and social services jargon. For example, the phrase “<i>You can expect conversation – not interrogation</i>” clearly implies the heart of the term <i>trauma-informed</i> without using the term itself. 	Update site by end of May 2019	IIO and writer	Contract writer Web support
Write descriptive text to be placed on the SVPRO websites that clearly explains the value of reporting and the IIO’s trauma-centred approach. This text will then link to the IIO website for more information and action.	By end of January 2019 if possible	IIO and writer	Contract writer
Create a short paragraph describing the IIO, with a link to the IIO website that can be distributed to communicators across both campuses for inclusion in their communications. (There may be a longer version for referral sites and a shorter one for others.)	By end of January 2019 if possible.	IIO and writer	Contract writer
Review existing IIO posters. Update and distribute across both campuses.	Review and update posters by Feb 2019 Distribute during Feb/March	IIO and writer	Contract writer and graphic designer

APPENDIX 4C-2 DRAFT 2019/2020 IIO COMMUNICATIONS PLAN

Activity	Target timeframe	Teams Involved	Resources Required
Create a short awareness brochure (8" x 11' folded) for distribution at key referral locations across campuses - SVPRO, Campus Security, The Sexual Assault Support Centre, Health and Wellness Services, SHHR, Human Resources, student advisors throughout campus.	By end March 2019 – completed	IIO and writer	Contract writer and graphic designer Print costs
Explore ways to raise awareness via central channels such as: <ul style="list-style-type: none"> • UBC Today • UBC Bulletin • UBC.ca • Digital signage • Student Communications Channels 	Ongoing	Internal Comms to coordinate with: Student comms, Brand & Marketing, Media Relations, UBCO University Relations, Faculty communicators	

Goal 2: To help facilitate access to IIO resources by implementing digital reporting methods that minimize reporting barriers.

Activity	Target timeframe	Teams Involved	Resources Required
Explore and implement web-based, mobile-friendly reporting tools to remove reporting barriers. (The reporting form is short and straightforward - there is likely a tool used by other departments on campus that could be applied here.)	TBD –in place for September 2019 at the latest	IIO and UBC IT	Potential charge from IT

Goal 3: To educate faculty, staff and students on their rights, responsibilities and legal obligations around sexual misconduct.

Activity	Target timeframe	Teams Involved	Resources Required
Develop a PowerPoint presentation template that incorporates the IIO purple (consistent with UBC's brand guidelines)	By end April 2019 – completed	IIO and designer with oversight from UBC Brand & Marketing	Web and graphic design

APPENDIX 4C-2 DRAFT 2019/2020 IIO COMMUNICATIONS PLAN

Activity	Target timeframe	Teams Involved	Resources Required
Open conversation with student communications and all other departments involved with planning the September 2019 campaign as soon as possible. Ensure that IIO is involved in message development from the start. Look for opportunities to speak and present.	Ongoing, see PCI Committee updates for specific events.	IIO with guidance from VP, HR.	
Create a standard PowerPoint presentation that IIO education specialists can use to deliver educational presentations around campus. Focus on ensuring that everyone understands their responsibilities around reporting and the ramifications of acting on disclosures and beliefs without an investigation. Include fictional, but very real scenarios of what could go wrong for complainants, respondents, witnesses and confidantes.	By end June 2019	IIO with support from a writer	Contract writer
Create an educational brochure that captures the same info presented in the PowerPoint presentation for distribution at key referral locations across campuses - SVPRO, Campus Security, The Sexual Assault Support Centre, Health and Wellness Services, SHHR, Human Resources, student advisors throughout campus.	By end May 2019 – First batch of folders sent out to both campuses. Revisions pending for next batch	IIO, designer and writer	Writer and graphic design
Create a new series of educational posters, where each poster has a bold message aimed at capturing the attention of a different audience. One aimed at the claimant, another at the respondent and a third at the witness/confidante.	IIO Team to meet to discuss new posters By end May 2019	IIO, designer and writer	Writer and graphic design
Schedule presentations to university, faculty and department heads, so they are prepared to answer questions when we launch the education campaign in September. This will also help to fine-tune the presentation and ensure that all hard questions can be answered.	See PCI Committee Updates and Outreach summary	IIO	TBD
Explore ways to ensure IIO is included in faculty and staff orientation.	Had discussion with CIO and VPSO – to revisit next meeting (May 2019)	IIO to explore with HR Comms team (Internal Comms can support the conversation)	TBD
Explore ways to ensure that IIO is included in student orientation.	By end May 2019	IIO to explore with VP Students	TBD

APPENDIX 4C-2 DRAFT 2019/2020 IIO COMMUNICATIONS PLAN

Activity	Target timeframe	Teams Involved	Resources Required
Add visible button on the IIO website homepage that enables anyone in the community to request an educational presentation.	By end May 2019 – waiting for CMS so website can be updated to link to online reporting		Graphic design? Web support?
Execute on any speaking and engagement activities presented by the student campaign.	TBD	IIO	TBD

September 2019 onwards - ongoing execution and evaluation

Activity	Teams Involved	Resources Required
Continue to schedule and deliver presentations to key referring organizations - SVPRO, Campus Security, The Sexual Assault Support Centre, Health and Wellness Services, SHHR, Human Resources, student advisors.	IIO	
Present at all orientation programs.	IIO	
Continue to update the website with answers as people ask new and difficult questions at presentations.	IIO with the support of a writer	Contract writer
Create a web-based, mobile friendly self-guided course on the rights, responsibilities and legal obligations around reporting sexual assault. A current example of this type of resource is the UBC Privacy Matters training.	IIO with the support of a writer UBC IT	Contract writer, fee for educational platform
In June/July, evaluate what worked, what didn't, new and ongoing communications requirements, and plan for the next two years.	IIO, Communications Consultant and Internal Communications	Communications Consultant

Appendix 4D-1 – Education Plan Status Report – June 2018 to April 30, 2019

Please also refer to Appendices 3A, 3B, and 3C for Annual Reports from the SVPRO-V, SVPRO-O and IIO

Milestones	Highlights of Deliverables	Learnings & Challenges	Actions, Resolutions and Next Steps
<p>Create and/or update core curriculum in consultation with key stakeholders.</p>	<p>SVPRO-V: Core curriculum developed including 4 modules:</p> <ul style="list-style-type: none"> • Introduction to SVPRO • Policy 131 101 • What is Sexual Violence? • Supporting Survivors of Sexual Violence? <p>Each module has 2 levels:</p> <ul style="list-style-type: none"> • an introductory level that introduces basic concepts • An intermediate level that applies these concepts to specific role and responsibilities <p>SVPRO-O: Staff/Faculty curriculum includes:</p> <ul style="list-style-type: none"> • Responding to Disclosure Training • SVPRO and Policy 131 (30 mins) • Trauma-Informed Practice for Staff and Faculty (2-2.5 Hrs.) • Responding to Disclosures of Sexual Assault (2.5-3 Hrs.) <p>Students curriculum:</p> <ul style="list-style-type: none"> • SVPRO and Policy 131 (30 min.) • Navigating Healthy and Consensual Relationships (1-2 Hrs.) • Responding to Disclosures of Sexual Assault (2.5-3 Hrs.) • It Begins with U: Upstander Intervention (2.5 Hrs.) <p>IIO: Materials used in training:</p> <ul style="list-style-type: none"> • Independent Investigations Office at UBC' folder, bookmarks and postcards • FAQ documents for Complainants and Respondents • General IIO PowerPoint Presentation used with students, faculty and staff • Ethical Considerations PowerPoint Presentation: focus on IIO pillars of procedural fairness, impartiality, trauma-informed practice 	<ul style="list-style-type: none"> • Capacity issues delayed the creation of a core curriculum for IIO initially as IIO 2018 Q3 & Q4 priorities were recruitment, onboarding new staff to UBC, IIO and conducting investigations. • Capabilities of IIO and SVPRO teams are predominately specialized towards survivor support and investigations so teams had to access other internal and or external teams for assistance to develop curriculum. • Now that core curriculum is in place, there will be continued assessment of how to evolve the materials and how to resource that evolution. • Collaboration across SVPRO and IIO offices evolved slower than desired due to overwhelming workloads on survivor support and investigations; and different approaches/paces regarding education and training methodologies. 	<p>IIO:</p> <ul style="list-style-type: none"> • Focus for 2019/2020 is evolving the core curriculum and will include developing modules about different aspects of the IIO; Policy 131 & Policy 3. The office will move more towards training/education approaches rather than one way presentation. <p>SVPRO-V:</p> <ul style="list-style-type: none"> • Work on the Prevention Plan Strategy utilizing educational curriculum will restart this summer. • Proposed learning outcomes for Supporting Survivors modules are being revised and completed for start of new school year in Q3 2019. <p>SVPRO-O:</p> <ul style="list-style-type: none"> • Core curriculum will be modified as required for different audiences. <p>There has been active collaboration with key stakeholders (e.g. AMS, GSS, SHHS, SDS) to ensure the curriculum and training approaches are effective and this will continue to ensure consistency and leveraging learnings and best practices.</p>
<p>Facilitate training for student leaders including ResLife, Jump Start and Collegia student leader staff</p>	<p>SVPRO-V highlights:</p> <ul style="list-style-type: none"> • Student leader training in September 2018 reached approximately 1,140 student leaders from JumpStart, Residence Life, Athletics and Recreation and Graduate Student Society; • Curriculum development completed for Residence Advisors (with SHHS); • Additional training for groups in 18/19 include: RA Training, Wellness Peer Training, Arts Peer Advisor Training, Mining Engineering Grad Students, Come Together Against Sexual Violence workshop (students including fraternities and fraternity leadership) with SASC, Sauder MBA Students, Grad Students, etc. <p>SVPRO-O highlights:</p> <ul style="list-style-type: none"> • Over 500 leaders received RTD or Upstander Training. • RTD Training for RA's, Jumpstart leaders, Clubs Leaders in 09/2018 • Upstander Intervention training for Orientation Leaders in 09/2018 • Additional training for groups in 18/19 include: Engineering Grad Students road show with IIO, Grad Studies and students, Student Athletics, Resident Advisors, Aboriginal Peers Orientation, etc. <p>IIO Highlights:</p> <ul style="list-style-type: none"> • 2 hour Conflict De-escalation Workshop for International Programs and Services (UBCO), Residence Life Orientation Presentation (UBCV), Grad Student Orientation Booth (UBCO & UBCV) • Info session for Sauder UG B. Comm students (UBCV), Student Union Meeting, Mining Engineering Grad Students, superbooth with SASC and SVPRO-V at Sauder 	<ul style="list-style-type: none"> • Capacity issues delayed the creation of a core curriculum for IIO initially as IIO 2018 Q3 & Q4 priorities were recruitment, onboarding new staff to UBC, IIO and conducting investigations. • Capabilities of IIO and SVPRO teams are predominately specialized towards survivor support and investigations so teams had to access other internal and or external teams for assistance to develop curriculum. • Now that core curriculum is in place, there will be continued assessment of how to evolve the materials and how to resource that evolution. • Collaboration across SVPRO and IIO offices evolved slower than desired due to overwhelming workloads on survivor support and investigations; and different approaches/paces regarding education and training methodologies. 	<p>IIO – Currently in discussion with SVPRO-V & O for joint training cohort for 19/20. Future touchpoints planned with Athletics and SHHS counsellor-in-residence. Workshop for School of Social Work BSW & MSW Student Orientation planned for September.</p> <p>SVPRO-V & O – currently in planning phase for start of school year in Q3.</p> <p>There has been active collaboration with key stakeholders (e.g. AMS, GSS, SHHS, SD&S) to ensure the curriculum and training approaches are effective and this will continue to ensure consistency and leveraging learnings and best practices.</p>
<p>Develop and implement training for Academic leaders to interpret and apply Policy 131 within their faculties, departments, schools and institutes.</p>	<p>SVPRO-V:</p> <ul style="list-style-type: none"> • Key trainings in 18/19: Committee of Deans, Associate Deans Academic Meeting, Heads and Director Meeting, Faculty Equity Leads, Green College, Provost Leadership Onboarding Program, Occupational Science & Occupational Therapy Dept Meeting; Science Academic Advising Office including Associate Dean; Arts head and Directors Meeting (Deans and Dept Heads), Faculty of Medicine with SVPRO-O & IIO (topics include Faculty response, guide for residences, how SVPRO can support them, etc.) 	<ul style="list-style-type: none"> • Limited capacity and resources impacted more engagement with Academic leadership however, work did progress in this plan. The focus has been mainly on students and student support services. • Focus on roll-out of campaigns, building awareness of the offices, supporting survivors, investigations, onboarding and recruitment of new staff contributed to limited engagement with this group. 	<ul style="list-style-type: none"> • 2019/2020 will bring a continued and expanded engagement and assessment of campus needs for education and training now that SVPRO and IIO teams have been established and processes are being solidified. • There is active work underway with SVPRO and IIO directors to building and strengthen relationships with different leadership and faculties to proactively create opportunities for education (workshops, training, information sheets) and awareness of SVPRO V& O and IIO e.g. Department of Engineering at UBCO, Faculty of Medicine.

Appendix 4D-1 – Education Plan Status Report – June 2018 to April 30, 2019

Milestones	Highlights of Deliverables	Learnings & Challenges	Actions, Resolutions and Next Steps
	<p>SVPRO-O:</p> <ul style="list-style-type: none"> Key trainings in 18/19: Okanagan Leadership Team, Faculty, Academic Leadership and Staff Meeting (with IIO), half day Engineering Faculty Retreat (Equity and Inclusion, IIO), Faculty of Medicine with SVPRO-V & IIO (topics include Faculty response, guide for residences, how SVPRO can support them, etc.) <p>IIO:</p> <ul style="list-style-type: none"> Key trainings in 18/19: Academic Leadership and Staff (with SVPRO-O); Deans’ Meeting (UBC-V); Academic Heads & Directors of Academic Units (UBC-V), HR Advisors from Faculty of Medicine, Procedural Fairness for Faculty/Staff at UBCO, Enrolment Services, Quarterly meeting with Employee and Faculty Associations, half day Engineering Faculty Retreat (Equity and Inclusion, IIO), Faculty of Medicine with SVPRO-V & IIO (topics include Faculty response, guide for residences, how SVPRO can support them, etc.) 	<ul style="list-style-type: none"> Collaboration across SVPRO and IIO offices evolved slower than desired due to overwhelming workloads on survivor support and investigations; and different approaches/paces regarding education and training methodologies. 	<ul style="list-style-type: none"> Timeline and workload for Policy 131 review may impact engagement levels again due to draw on limited IIO and SVPRO resources.
<p>Develop and implement training for adjudicators</p>	<p>SVPRO V:</p> <ul style="list-style-type: none"> Training completed for student senators (10/2018) <p>IIO:</p> <ul style="list-style-type: none"> Consultation and collaboration started in 2018/2019 with FR, LR, HR and EDI on trauma-informed approaches, procedural fairness, etc. 	<ul style="list-style-type: none"> Requirement for Senate Office approval for training for student senators and 2019 training dates will be aligned with other senate priorities. Limited capacity and resources to do as much work as desired and focus has been on survivor support and investigations as a priority. 	<ul style="list-style-type: none"> Follow up with Senate Office for potential dates in 19/20. Development and training for adjudicators TBD. Increased collaboration with FR, HR and LR on faculty and staff situations is already underway.
<p>Develop and implement training for senior staff administrators to interpret and apply Policy 131 within their units</p>	<p>SVPRO-V:</p> <ul style="list-style-type: none"> Developed ‘How to Respond to Disclosure’ folder distribution drove opportunities for training in Vancouver. Key trainings include: Academic Advising Directors, Wellbeing Liaison, Vantage College Faculty, Wellness Advisors Meeting, Campus Security, HR Senior Leadership, Thrive Week Open House, Faculty of Sciences Academic Advising, Sauder Lunch and Learn, Faculty Equity Leads Meeting, Sauder Division Head Meeting, Sauder DAE Staff Meeting, Robson Square, Green College, HR, Union and Association Executives, Centre for Teaching and Learning Technology, Science Advising Meet and Greet, HR Service Centre Staff, UBC Robson Square Faculty and staff (with IIO). <p>SVPRO-O:</p> <ul style="list-style-type: none"> Key trainings include: 30 min info session+15 min Q&A for all Faculty Councils (6/7 complete, 1 planned for Fall 2018), HR, Pit Stop (partnership with HR), Faculty of Creative and Critical Studies (with IIO) <p>IIO:</p> <ul style="list-style-type: none"> Presentations done for Enrolment Service Student Support and Advising, Arts Advising Services, Bachelor of International Economics - Faculty of Arts & Vancouver School of Economics 	<ul style="list-style-type: none"> Limited capacity and resources impacted more engagement with Administrative leadership. Focus has been on roll-out of campaigns, building awareness of the offices, supporting survivors, investigations, onboarding and recruitment of new staff contributed to limited engagement with this group. Collaboration across SVPRO and IIO offices evolved slower than desired due to overwhelming workloads on survivor support and investigations; and different approaches/paces regarding education and training methodologies. 	<ul style="list-style-type: none"> Revisions will be the IIO and SVPRO information folders will ensure better alignment with Policy 131. Engagement and assessment of campus stakeholder needs will continue. Building and strengthening relationships with different administrative units will continue to proactively create opportunities for education (workshops, training, and information sheets) and awareness of SVPRO V& O and IIO. Timeline and workload for Policy 131 review may impact engagement levels again due to draw on limited IIO and SVPRO resources.



The AMS Sexual Assault Support Centre (SASC)

A service brought to you by the Alma Mater Society of the University of British Columbia

Appendix 5 - Submission to the UBC Board of Governors regarding UBC Policy 131, Sexual Assault and Other Sexual Misconduct, Implementation Update

May 14th, 2019

Dear Board of Governors,

This submission is being made on behalf of the Alma Mater Society Sexual Assault Support Centre (AMS SASC) of UBC Vancouver to supplement the Implementation Update provided to the People, Community, and International Committee.

The statistics below are intended to complement the statistics submitted by the UBC Vancouver Sexual Violence Prevention and Response Office (SVPRO) to more accurately reflect total disclosures of sexual assault and other sexual misconduct at UBC Vancouver. While survivors may access services at both the UBC Vancouver SVPRO and the AMS SASC, many access only one support centre on campus.¹

AMS SASC Support Service Statistics	January-April 2019	2018	2017
<i>Disclosures</i>	91	314	252
<i>Repeat visits</i>	375	412	334
<i>Total service contacts</i>	466	726	586

Our hope is that the Board of Governors will consider both offices' statistics when reviewing the Implementation Update and allocating resources to survivors of sexual violence on campus.

Sincerely,

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¹ Support service statistics from the 2018/2019 academic year indicate that the number of survivors supported by both offices simultaneously accounts for less than 1% of disclosures received at the AMS SASC.