



UNC Gender-Based Violence Prevention Advisory Group
FALL 2020 REPORT

Respectfully submitted by LB Klein on January 13, 2021

Executive Summary

The UNC Gender-Based Violence Prevention Advisory Group, consisting of faculty, staff, students, and community partners with expertise or roles related to gender-based violence, was convened in June 2020 by the Interim Vice Chancellor of Student Affairs and Vice Chancellor of Human Resources/Equal Opportunity and Compliance.

We first reviewed progress on the 2017 UNC Violence Prevention Task Force Report and gathered further information through review of relevant data, research, and reports as well as stakeholder feedback and benchmarking with peer institutions. Through this process, the group provided a series of recommendations to implement immediately (i.e., by the start of the fall 2021 semester) as follows:

1. Send a university-wide communication announcing the creation of and search for the Senior Prevention Strategy Officer position and identify opportunities for community members to engage in finalists' virtual campus visits.
2. Convene a discussion on the online pre-matriculation student modules.
3. Cultivate a university-wide Sexual Assault Awareness Month calendar.
4. Create a public dashboard to track progress on prevention efforts.
5. Once hired, schedule and convene a meeting of university leadership with the Senior Prevention Strategy Officer.
6. Allocate an adequate start-up budget for gender-based violence prevention efforts.
7. Fill the open Violence Prevention Coordinator position.
8. Establish an Identity-Based Violence Prevention Student Advisory Board.
9. Designate a representative for violence prevention in each of the 14 Schools.

The advisory group also established the following eight goals for the next five years, each with a foundational activity and possible indicators of success:

1. Establish a gender-based violence prevention and advocacy center.
2. Develop and implement a comprehensive strategic plan for gender-based violence prevention for 2022-2025.
3. Develop and implement a communication and social marketing plan for 2022-2025.
4. Ensure multiple opportunities for students to be leaders in gender-based violence prevention efforts.
5. Use a bystander strategy to engage all members of the university community as having a role to play in ending gender-based violence.
6. Partner with the 14 Schools to provide prevention messaging and programming that is relevant to each academic discipline.
7. Infuse gender-based violence prevention into the curriculum of every Carolina student.
8. Develop and implement a monitoring and evaluation plan for the 2022-2025 comprehensive strategic plan.

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Acknowledgments

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Thank you to Terri Phoenix, Salena Braye, Julia Clark, Katie Nolan, Charla Blumell, Dean Blackburn, Ew Quimbaya-Winship, Aaron Bachenhemier, Adrienne Allison, Christi Hurt, Viviane Linos, Andrew Rizzo, Mackensie Disbenett, and Naana Ewool for providing additional contributions and review.

We are also grateful for attendees at the graduate and professional student feedback session, respondents to our feedback survey, and students who have shared their perspectives both with our group directly and through their activism.

Background, Charge, and Process

Background

In April 2015, Vice Chancellors Felicia Washington and Winston Crisp charged the Violence Prevention Task Force to develop a strategic plan to prevent gender-based violence, specifically sexual violence, interpersonal violence, and stalking. Members representing undergraduate students, graduate students, staff, and faculty met monthly through December 2016 to: review best practices and federal requirements, review UNC-Chapel Hill data about the campus climate and current resources, write a prevention philosophy, identify ways to support and expand current prevention initiatives, and provide evidence-supported recommendations for 21 new initiatives to address gaps and strengthen UNC Chapel Hill's commitment to prevent gender-based violence. This group focused on primary prevention, or strategies that take place before violence has occurred, to prevent initial perpetration or victimization. In February 2017, the Task Force issued a set of recommendations in a formal report. One recommendation was for the University to charge a Violence Prevention Advisory Group focused on implementing the recommendations and establishing an organizational structure for prevention across UNC-Chapel Hill. To support this recommendation, the Task Force cited the CDC and American College Health Association recommendations that campuses "identify champions who can make and keep prevention visible" and maintain a multidisciplinary committee to support a vision and structure for engaging campus partners over time. The Task Force envisioned that this group would ensure that prevention has a clear, consistent message, help avoid duplication of services and maximize collaboration, and provide transparency to the campus community on progress of the group.

In the wake of the results of the 2019 [Association of American Universities] AAU Campus Climate Survey on Sexual Assault and Sexual Misconduct, Chancellor Guskiewicz and Vice Chancellor Menghini announced that the University would increase its focus on prevention efforts, and called together a coalition of stakeholders, practitioners, and experts to provide strategic direction. The coalition recommended that the University formalize a Violence Prevention Advisory Group and engage further with the Task Force recommendations.

Charge

The following charge was provided to UNC Gender-Based Violence Prevention Advisory Group when it was convened by Vice Chancellor Becci Menghini and Interim Vice Chancellor Jonathan Sauls in June 2020:

"The advisory group's first charge is to review the existing Prevention Task Force report and recommendations and:

- 1) Determine if any data or other information needs to be updated or supplemented for the report to reflect current climate;

- 2) Review the recommendations and determine whether they are all still relevant to our current campus needs and in line with national research-based best practices; and
- 3) Develop an implementation plan that reflects which recommendations have already been implemented, which can be implemented immediately, and which ones require a long-term strategy. The group may amend or add to the recommendations based on updated information and the implementation plan should develop priorities based on need, effectiveness, feasibility, and budgetary considerations.

For the long term, the group will serve as a standing committee that will establish goals and desired outcomes for prevention and monitor progress in order to establish a centralized framework with decentralized service delivery. The group will communicate regularly with other working groups and committees on campus to maximize efficiencies. The group will periodically update the inventory and make available a summary of all initiatives related to violence prevention, and regularly review emerging best practices and assess their applicability to UNC-Chapel Hill. The group will periodically revisit prevention philosophy, create a report on the progress made, and solicit feedback from the community. This group will initially report to the Vice Chancellors for Student Affairs and Human Resources/Equal Opportunity and Compliance and will later transition to the Senior Prevention Strategy Officer upon their recruitment. Members will be a combination of people who are implementing prevention work directly, those who have expertise in violence prevention, and community stakeholders.”

Process

As per the Vice Chancellors’ charge, the group first reviewed the 2017 Violence Prevention Task Force Report and summarized its recommendations ([Appendix A](#)). The group then engaged in the following efforts to gather further information. Due to the priority of the public health crisis and to ensure timely creation of this report prior to the hiring of the SPSO, the group did not engage in widespread formal data collection. Instead, they answered the first charge through providing suggestions for monitoring and evaluation throughout the implementation plan and engaged in the following steps:

- June 2020: Benchmarking of gender-based violence prevention efforts and staffing levels at other institutions in the UNC System-Defined Peer Group ([Appendix B](#))
- June 2020: A SOAR Analysis (Strengths, Opportunities, Aspirations, and Results) ([Appendix C](#))
- July 2020: A review of UNC’s 2019 [Association of American Universities Campus Climate Survey on Sexual Assault and Misconduct Preliminary Takeaways](#) and [Report on the AAU Campus Climate Survey on Sexual Assault and Misconduct for UNC from Westat](#)
- July/August 2020: A review of other relevant reports and websites provided by advisory group members and their colleagues such as:
 - Alegria-Flores et al.’s 2017 article in *Journal of Interpersonal Violence* on the effect of UNC’s One Act training on bystander intervention

- 2018 One Act Health Equity Report
- 2019-2020 EVERFI Sexual Assault Prevention for Undergraduates and Sexual Assault Prevention for Graduates reports
- UNC Gender Violence Services Coordinator annual reports
- 2020 National College Student Bystander Intervention Survey summary report for UNC
- 2020 Carolina Next: Innovations for Public Good
- Historical documents related to the U101/EDUC 101 course
- August/September 2020: Members of the advisory group reviewed key national reports (e.g., American College Health Association’s [Addressing Sexual and Relationship Violence: A Trauma-Informed Approach](#)) and strategic plans from institutions in the UNC System-Defined Peer Group and aspirational institutions
- September/October 2020: A review of recent media coverage related to gender-based violence at UNC ([Appendix D](#))
- September/October 2020: Website searches with gender-based violence-related keywords ([Appendix E](#))
- October/November 2020: A review of relevant recommendations from other UNC reports and plans ([Appendix F](#))
- November 2020: A feedback survey shared with gender-based violence-related networks at UNC and local community organization staff ([Appendix G](#))
- November 2020: A graduate student feedback session ([Appendix H](#))
- November 2020: Review of the Senior Prevention Strategy Officer job description ([Appendix I](#))

The advisory group held monthly open meetings via Zoom video conferencing between June and December 2020. After each meeting, group members were sent a short survey to share additional anonymous feedback that was incorporated into draft sections of this report. Four subgroup open meetings convened via Zoom in August and September to discuss the following topics: (1) immediate action, (2) communication and engagement, (3) implementation planning, and (4) evaluation, dashboard, and metrics. The chair also held 79 individual meetings with advisory group members and other key stakeholders. Notes from all open meetings are linked in [Appendix J](#).

Because of COVID-19 pandemic-related constraints and the difficulties of fall 2020’s compressed semester, the advisory group’s charge became more urgent while opportunities to convene university community members became more limited. Therefore, this report outlines key processes for ongoing engagement, especially with students, once there is greater stability.

As the nation’s first public university, UNC-Chapel Hill is invested in leading change to improve society and to help solve the world’s greatest problems. Recommitting to the work of preventing gender-based violence is in direct alignment with the institution’s core values and

mission. This report and the ongoing efforts of the advisory group illustrate how this vital work can succeed on our campus.

This document is designed to provide grounding and direction for UNC-Chapel Hill’s gender-based violence prevention strategies to the Senior Prevention Strategy Officer, Vice Chancellor for Student Affairs, Vice Chancellor for Human Resources and Equal Opportunity and Compliance, and additional University leadership in line with the institution’s core mission and values. In November 2020, the University began recruitment for a Senior Prevention Strategy Officer (SPSO) to oversee interpersonal violence prevention efforts. This report will also provide strategic direction to guide their initial efforts.

Prevention Philosophy and Frameworks

Prevention Philosophy

The following philosophy, updated based on the philosophy from the 2017 Violence Prevention Task Force, has guided the development of this report. It also provides guiding principles for the group as it continues its efforts in 2021.

Gender-based violence (including sexual violence, interpersonal violence, intimate partner violence, stalking, sexual exploitation, and sexual harassment) is a complex problem that requires multi-layered solutions.

Prevention should seek to change the underlying conditions and structures that enable violence, including systems of oppression. To do this, University of North Carolina at Chapel Hill must establish a comprehensive prevention strategy that:

- Uses an intersectional approach and centers groups that are most affected by gender-based violence.
- Reduces risk factors and promotes protective factors.
- Ensures that prevention efforts are shaped by their target audiences, people from marginalized groups, and survivors.
- Promotes community accountability by recognizing that every member of the UNC-Chapel Hill community has a role to play in ending gender-based violence.
- Considers the role that all levels of the social ecology² (individual, relationship, community, and societal) play in perpetuating gender-based violence.
- Advocates for structural and systems change in addition to education and individual behavior change.
- Encompasses universal and group-specific training provided across each community member’s time at the institution, including minimum required training standards for all students, faculty, and staff.

- Uses and adapts to timely campus data and research, the best available scientific evidence, evaluation results, and community feedback, especially from those most affected by gender-based violence.
- Ensures sustainability of prevention efforts through investment in fiscal and personnel resources, using trauma-informed approaches, and prioritizing the well-being of program implementers.

Frameworks

STOP SV Approach¹

The advisory group adapted the Centers for Disease Control and Prevention’s STOP SV Approach to organize and guide our efforts and to ensure comprehensiveness.

- **Social norms** that protect against violence (e.g., bystander approaches, mobilizing men)
- **Teach skills** to prevent sexual violence (e.g., healthy relationship skills, empowerment-based training, healthy sexuality, social-emotional learning)
- **Opportunities to empower and support** groups at higher risk of experiencing violence such as women, LGBTQ+ people; Black, Indigenous, and People of Color, and people with disabilities (e.g., strengthening leadership opportunities, strengthening economic supports, providing and supporting space)
- Create **Protective Environments** (e.g., establishing and consistently applying policies, addressing community-level and structural risks through environmental approaches)
- **Support Survivors/Victims** to lessen harms (e.g., gender-based violence advocacy services)

Social Ecological Model²

The 2017 Violence Prevention Task Force Report referenced the importance of engaging in efforts at all levels of the social ecological model to end gender-based violence. Our report focuses on the individual, relationship, and community levels as well as leveraging and connecting with efforts at the societal level.

- **Individual** – seek to change protective or risk factors in an individual’s history or socialization so they’re less likely to cause or perpetuate harm (e.g., multi-session programs to establish positive social norms through an intersectional lens)
- **Relationship** – shift attitudes and beliefs in close relationships (e.g., peer-to-peer training)

¹ This approach was adapted from the [STOP SV Technical Package](#) and [Sexual Violence on Campus: Strategies for Prevention](#) documents from the Centers for Disease Control and Prevention

² This description was adapted using the Centers for Disease Control and Prevention’s Social Ecological Model: A Framework for Prevention [handout](#).

- **Community** – ensure values and policies are aligned with ending violence (e.g., campus policies, built environments, and systems that promote well-being and social justice)
- **Societal** – advocate for new ways of thinking about violence prevention that target societal systems (e.g., federal resources and guidance, laws)

Principles of Effective Prevention³

Our efforts will also be informed by attention to the nine principles of effective prevention included below. These principles are key to advancing effective prevention efforts at UNC.

- Comprehensive
- Varied teaching methods
- Sufficient dose and duration
- Theory-driven and evidence-based
- Build positive relationships
- Appropriately timed
- Socio-culturally relevant
- Evaluation
- Skilled trainers

Alignment with Carolina Next and Other Reports

Alignment with Carolina Next: Innovations for Public Good

The UNC-Chapel Hill’s vision is “to be the leading global, public research university in American with outstanding educational programs at the best and most affordable price, to conduct game-changing research and innovate for the public good, and to bring health and prosperity to the citizens of the state, nation, and beyond.” Operationalizing an institutional commitment to gender-based violence prevention will help to achieve this vision and to espouse UNC’s treasured values. The efforts outlined in this plan are particularly aligned with strategic objectives 1 (build our community together), 2 (strengthen student success), 4 (discover), and 8 (optimize operations).

According to the [2019 Association of American Universities data for UNC](#), 35.3% of undergraduate women, 26.1% of undergraduate TGQN (i.e., transgender, genderqueer, and/or non-binary), 16.9% of TGQN, 16.7% of graduate and professional TGQN, 10.4% of undergraduate men, and 6.4% graduate/professional men have experienced nonconsensual sexual touching or penetration since matriculation. The negative outcomes of this violence to

³ This list was adapted from Nation, M., Crusto, C., Wandersman, A., Kumpfer, K. L., Seybolt, D., Morrissey-Kane, E., & Davino, K. (2003). [What works in prevention: Principles of effective prevention programs](#). *American Psychologist*, 58, 449-456. doi:10.1037/0003-066X.58.6-7.449

so many UNC students' health, academic success, and financial well-being are staggering, but they are also preventable.

As demonstrated by our [SOAR analysis](#), UNC has many strengths to leverage in its work to prevent gender-based violence. UNC's prioritization of the hire of an institutional prevention leader in the Senior Prevention Strategy Officer (SPSO) is indeed "innovation made fundamental," as this position is a landmark in higher education. To allow this position's efforts to thrive, UNC will need sufficient infrastructural and fiscal investment, including staffing, to meaningfully executive a gender-based violence prevention strategy in which every member of the campus community has a role in preventing gender-based violence. The SPSO will need significant authority including the ability to make programming mandatory and to develop and propose university-wide policies. As stipulated in Carolina Next's strategic objective 4.3, gender-based violence is one of the "world's most challenging problems" that UNC is well-positioned to help solve through investment in the game-changing, interdisciplinary, collaborative initiatives that will allow UNC to establish a program of national prominence in the area of gender-based violence prevention.

The recommendations included in this report also align with recommendations from the following reports as well as other assessment and evaluation reports:

- 2015 Carolina Women's Center Review Report
- 2015 High-Risk Alcohol and Substance Abuse Working Group Report
- 2018 Hazing Prevention Coalition Recommendations Report
- 2019 Mental Health Task Force Report
- 2020 Campus Safety Commission Report

Progress on 2017 Violence Prevention Task Force Recommendations

In response to the second item in our charge, we reviewed the [2017 Violence Prevention Task Force Report](#) recommendations and determined the current level of progress. The report’s recommendations were divided into two categories: (1) sustaining existing programs and (2) new recommendations. Progress levels include (1) completed, (2) in progress, (3) no change, (4) not implemented, (5) declined (i.e., the initiative’s progress has declined from 2017 levels), and (6) ended (i.e., the initiative included in the recommendation no longer exists).

Summary of Progress on 2017 Violence Prevention Task Force Recommendations

2017 Violence Prevention Task Force Recommendation	Progress
14 programs needed increased capacity	No programs received increased fiscal or personnel resources between 2017 and 2020.
14 programs needed to increase their impact	Impact was not operationalized in the report so it is difficult to measure success related to prevention outcomes, but: <ul style="list-style-type: none"> • 1 program achieved its target number of participants reached since 2017 • 4 programs have efforts in progress to increase their impact from 2017 levels • 4 programs are operating at levels close to 2017 • 2 programs have declined in their impact since 2017 • 3 programs have ended due to lack of capacity since 2017
21 new initiatives proposed	Impact was not operationalized in the report so it is difficult to measure success related to prevention outcomes, but: <ul style="list-style-type: none"> • 1 initiative is currently implemented • 4 initiatives have received attention related to the recommendations since 2017 • 16 recommendations have not been implemented due to lack of oversight and/or fiscal/personnel resources

Progress on 2017 Sustaining Existing Programs Recommendations Progress Details

Recommendation	Progress Level	Progress Notes
Increase <u>impact</u> for Safe Zone	Completed	Despite a lack of increased resources, Safe Zone has increased its reach since 2017 with additional volunteers and training for 3,676 new allies and has developed a synchronous online module. The reach of the program has increased but assessment of the program related to gender-based violence prevention outcomes has not occurred.
Increase <u>impact</u> for One Act	In progress	Office of Student Wellness personnel began to review the existing One Act curriculum in fall 2020. They aim to complete a curriculum update based on prior assessment efforts by end of Spring 2021. Coordinated monitoring and evaluation is needed to assess the impact of One Act on gender-based violence prevention outcomes.
Increase capacity and impact for Healthy Relationships Online Module	In progress	Due to no additional funding allocated to the module, it has been moved to Sakai to save on web hosting fees. The module continues to be shared with undergraduate students through multiple offices. Assessment efforts have indicated positive prevention outcomes but module evaluation should be included in a comprehensive monitoring and evaluation plan.
Increase accessibility in all prevention programs	In progress	Staff are discussing ways to enhance accessibility of programs for students with disabilities and students for whom English is not their first language, particularly given the increase in virtual dissemination.
Increase capacity and impact for Raise the Bar	In progress/ paused	The program was paused with transitions in Office of Student Wellness staff. Current program initiatives are housed with the Town of Chapel Hill. Assessment of this program for

Recommendation	Progress Level	Progress Notes
		impact should be included in a comprehensive monitoring and evaluation plan.
Increase <u>capacity</u> for HAVEN	No change	HAVEN has not received additional resources, and the 2017 recommendation to hire a dedicated staff member or student assistant for the program did not occur. Due to this lack of resourcing, the number of HAVEN volunteer facilitators has also not increased.
Increase <u>impact</u> for HAVEN	No change	HAVEN trainings have continued to occur but the program has not been able to grow given that it is supported by staff volunteers providing the training in addition to their current job responsibilities. The impact of the program related to gender-based violence prevention outcomes should be included in the monitoring and evaluation plan.
Increase <u>capacity</u> for Safe Zone	No change	Safe Zone has not received additional university fiscal or personnel resources.
Increase capacity and impact for Delta Advocates	No change	Delta Advocates have continued to be recruited and supported by a team from the CWC, EOC, and Fraternity/Sorority Life. Students have called for expansion of the program, but staff leadership are reticent to do so without adding resources and staffing. Assessment of impact for gender-based violence prevention outcomes should be included in a monitoring and evaluation plan.
Increase capacity and impact for RAD Self-Defense	No change	RAD Self-Defense continues to be offered. Assessment of impact for gender-based violence prevention outcomes should be included in a monitoring and evaluation plan.
Increase capacity and impact for bulletin boards	No change/ Paused	The majority of the student body is not on campus so this initiative was paused. Prior to campus de-densification, bulletin boards were being shared at a similar rate as when the 2017 report was written. Assessment of impact for

Recommendation	Progress Level	Progress Notes
		gender-based violence prevention outcomes should be included in a monitoring and evaluation plan when the program resumes.
Increase <u>capacity</u> for One Act	Declined	Office of Student Wellness is allocated two staff members focused on violence prevention but due to high turnover and hiring freezes, there is only one staff member. The One Act Health Equity Report also identified concerns that the program needed to better center students who are marginalized based on their identities but there has not been capacity to make those changes.
Increase capacity and impact for New Student and Transfer Orientation (sessions and online modules)	Declined	Due to orientation becoming virtual, information was streamlined. It is unclear when this will change and what content on violence prevention will be included.
Increase capacity and impact for One Love Escalation Workshop	Ended	The advisory group and associated contacts were not aware of this program being implemented recently. The program may have been facilitated within athletic teams as recently as the 2019-2020 school year.
Increase capacity and impact for Navigating Gender	Ended	Due to limited staffing, this program has not been sustained.
Increase capacity and impact for UNC Men's Project	Ended	Due to limited staffing, this program has not been sustained.

Progress on New Initiatives Proposed in 2017 Details

Recommendation	Progress Level	Progress Notes
Ensure that new employees receive information at the orientation and annually about relevant policies	Completed/ annual	New employees receive information in their orientation.
Ensure prioritization and completion of these recommendations and establish an organizational structure for prevention across UNC by charging a Violence Prevention Advisory Group	In progress	Vice Chancellor Menghini and Interim Vice Chancellor Sauls charged the UNC Gender-Based Violence Prevention Advisory Group in June 2020. In October 2020, the UNC system authorized the position of Senior Prevention Strategy Officer/Director of the Interpersonal Violence Prevention Collaborative and the search began in November 2020.
Increase undergraduate and graduate student leader involvement in violence prevention	In progress	There is preparation for increased student engagement but efforts are difficult to sustain due to lack of capacity and sustainability of efforts. For example, there was a Violence Prevention for Peer Leadership course taught but previous University personnel. The course activated 15-20 highly-trained student leaders to support University gender-based violence efforts. Due to personnel turnover, that course is no longer offered. Two examples of forthcoming leadership opportunities include: Champions for Change (fraternal organizations providing violence prevention workshops) and Men of Color Allyship (information meetings to take place in Spring 2021). Progress indicators for what increased leadership means should be included in a monitoring and evaluation plan.

Recommendation	Progress Level	Progress Notes
Disseminate Party Smart information to all students	In progress	Party Smart language has been disseminated through the “Party, Police Free” party registration program, in the annual off-campus housing guide, through fraternity and sorority channels, and through the community living class but not in partnership with violence prevention efforts.
Ensure mandatory, ongoing comprehensive implicit bias education for all faculty, staff, and students	In progress	The Student Government Association has created education modules fall 2020. These modules are not mandatory at this time. The Student Government Association aims to work with other UNC stakeholders in regards to a mandate. There is currently no mandate for faculty, staff, or students. The University has recently created both a Vice Provost/Chief Diversity Officer role and the Senior Prevention Strategy Officer position and those personnel could work together to oversee development and implementation of implicit bias education.
Include violence prevention information in residence hall education during 1st 6 weeks of the semester	Not implemented	There is no established program for the first six weeks of the semester. Information is currently funneled through housing. TBD for fall 2021 due to COVID.
Implement a mandatory for-credit University 101 course.	Not implemented	EDUC 101 is currently being piloted with the goal of becoming a required course for all first year students. The course does not currently contain violence prevention content. Greater advocacy from senior leadership is needed to ensure that new and transfer students receive this gender-based violence prevention content through this mechanism.
Add a module on violence prevention for the Multicultural Advisors program in the	Not implemented	This module has not been created or implemented. This initiative was not prioritized given limited fiscal and personnel

Recommendation	Progress Level	Progress Notes
Department of Housing and Residential Education.		resources and there was not an advisory body to revisit the recommendation between 2017 and 2020.
Review and update the Policy Statement on Gender Inclusive Language	Not implemented	The policy has not been updated since 2017 and should be reviewed by the campus policy review committee in 2021. As the advisory group was not created until 2020, there was not oversight to call for earlier review or to revisit this recommendation.
Increase access to violence prevention and response materials for faculty and instructors	Not implemented	The SAFE@UNC website was reviewed, updated, and redesigned with input from staff and students in 2019 and 2020. This update and redesign includes information for faculty and instructors. However, there is no dissemination plan for materials or prevention-specific content.
Design, implement, and evaluate evidence-based campus social norms marketing campaigns	Not implemented	Due to lack of personnel and funding capacity, this has not yet been implemented. Partnerships or hiring of staff with social marketing expertise would be needed to accomplish this recommendation. Social marketing campaign design and implementation are time intensive and potentially resource intensive depending on the availability of in-house graphic design support and how it is disseminated (e.g., digital, posters, bus wraps). Contracting with an external organization could cut fiscal and personnel costs to implement such a campaign.
Develop and distribute a violence prevention toolkit to graduate and professional students that speaks to their specific roles	Not implemented	This toolkit has not been developed due to limited fiscal and personnel resources. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation.

Recommendation	Progress Level	Progress Notes
Conduct a needs assessment and pilot a prevention program for students with disabilities	Not implemented	This needs assessment has not been conducted due to limited fiscal and personnel resources. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation.
Increase reach of prevention education to distance education students.	Not implemented	This recommendation has not been implemented due to limited fiscal and personnel resources. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation. Great coordination with academic units is needed to accomplish this goal as well due to the decentralized nature of online-only programs
Conduct a needs assessment on necessity of translating prevention resources into languages beyond English	Not implemented	This needs assessment has not been conducted due to limited fiscal and personnel resources. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation.
Communicate violence prevention efforts to prospective undergraduate students and parents	Not implemented	There are no currently communication efforts to prospective students and their families. We would recommending changing the wording of this recommendation from “parents” to “families.” This effort was not pursued due to limited fiscal and personnel resources. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation.
Release an annual statement from Chancellor about current campus efforts to prevent violence and related policies	Not implemented	The Chancellor does not currently release an annual statement or report on campus violence prevention efforts to the UNC-Chapel Hill community. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation.

Recommendation	Progress Level	Progress Notes
Update or establish MOUs with Compass Center and OCRCC around prevention	Not implemented	This recommendation was not initiated, and there is currently no MOU. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation.
Retain an external evaluator to collect, analyze, and share campus-wide data on the need for and impact of prevention programs every other year	Not implemented	An external evaluator has not been retained. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation. We would recommend using internal evaluators incentivized through mechanisms such as funding graduate students mentored by faculty, providing course buyouts or releases from other service obligations, etc. to engage in these efforts, as limited funding is needed elsewhere.
Retain an external evaluator to collect, analyze, and share campus-wide data on the knowledge, attitudes, beliefs, behaviors, and experiences of faculty and staff every other year	Not implemented	An external evaluator has not been retained. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation. due to limited fiscal and personnel resources. As the advisory group was not convened until 2020, there was not a group to provide oversight or follow up on this recommendation.
Incentivize faculty/staff participation in prevention trainings	Not implemented	Due to lack of fiscal and personnel resources, faculty/staff specific prevention trainings have not been developed and there is currently not an incentive structure. The limited prevention capacity at UNC has been dedicated to voluntary activities for undergraduate students.

2017-2020 Programs and Initiatives

The following is a summary of current and recent gender-based violence prevention programs at UNC-Chapel Hill organized using the STOP SV framework. This inventory seeks to fill the gap between the 2017 report and current programmatic efforts. We note that all programs are currently voluntary and that there is limited reach to current prevention efforts outside of the EVERFI module.

SOCIAL NORMS

- The [One ACT](#) (bystander intervention) and [UNC Men's Project](#) (mobilizing men) were placed under the umbrella of [Healthy Heels Ambassadors](#) (hha!) due to lack of funding and personnel to support these programs. These programs are being reimaged by Office of Student Wellness. hha! has facilitated workshops on consent culture prior to 2020. [Champions for Change](#), a group of IFC fraternity men, is available to facilitate workshops on toxic masculinity.
- UNC contracts with EVERFI to provide and require [pre-matriculation online modules](#) for all incoming students that are tailored to undergraduates and graduate/professional students. Returning students complete a booster module.
- UNC collected campus climate survey data using the American Association of Universities survey in [2019](#).

TEACH SKILLS

- The LGBTQ Center continues to house the five-module LGBTQ+-centered [Sustaining Healthy Relationships Online Module](#). The module was moved to Sakai if they do not receive funding to sustain Comevo site hosting fees.
- Office of Student Wellness is providing open optional 90-minute One ACT Bystander Skills Workshops to “provide students with knowledge, skills, and confidence to recognize warning signs of when to take preventative action in your everyday life.” They are working to revise the curriculum to better center Black and Indigenous students, Students of Color, and LGBTQ+ students.
- The Carolina Women's Center and Office of Student Wellness have provided bulletin board kits for use in residence halls.

OPPORTUNITIES TO EMPOWER AND SUPPORT

- The LGBTQ Center continues to provide four-hour Safe Zones training for faculty, staff, students, and healthcare employees on sexual orientation, gender identity, and gender expression as well as two, two-hour continuing education workshops including on supporting transgender, nonbinary, and intersex people.
- The Men of Color Allyship initiative is emerging to mobilize men of color for violence prevention.

- Efforts to establish Relationship Violence Awareness and [Sexual Assault Awareness Month](#) coordinated calendars of opportunities and events have been intermittent depending on staffing and interest.
- Student organizing efforts in this area include [Coalition Against Violence](#) and Preventing Violence through Sexual Health (PVSH, formerly [Project Dinah](#)). There is also student interest in creating a Minority Student Sexual Assault Prevention Coalition at UNC [Black Student Movement](#) and UNC Black Congress have recently convened spaces for Black survivors and their supporters.
- UNC Police continues to offer several opportunities for students, faculty, and staff related to self-defense. Rape Aggression Defense (RAD) is a 12-hour women-only self-defense class. Resisting Aggression with Defense (RAD for Men) is a 12-hour program for male-identified participants. UNC Police also offers a RAD Express class as a short introduction for the lengthier programs. Individuals who identify as transgender and non-binary are welcome to choose whichever program best fits their needs.

PROTECTIVE ENVIRONMENTS

- Student athletes complete the [NCAA certified sexual assault prevention module](#).
- [Raise the Bar-Chapel Hill](#) is currently on hold due to a lack of personnel and funds to support the program.
- Equal Opportunity and Compliance has been reviewing best practices and convening meetings to determine appropriate educational sanctions for students found responsible under the Policy on Prohibited Sexual Harassment Under Title IX or Policy on Prohibited Discrimination, Harassment, and Related Misconduct.

SUPPORT VICTIMS/SURVIVORS

- The Carolina Women's Center employs two [Gender Violence Services Coordinators](#) who provide confidential advocacy.
- [Delta Advocates](#) provide peer advocacy and education within sororities.
- [HAVEN](#) (Helping Advocates for Violence Ending Now) is a 3-hour training for students, faculty, and staff on how to be an ally to someone who has experienced sexual or relationship violence or stalking.

Recommendations

Our [process](#) allowed us to prioritize our recommendations based on (1) practices and principles that have been found to be effective through research as well as national guidance documents (e.g., American College Health Association), (2) benchmarking data on how our efforts relate to peer institutions' efforts, (3) findings from the AAU survey as well as other reports, (4) feedback from a variety of stakeholders, (5) themes in related recommendation reports (e.g., Campus Safety Commission), and (6) a review of UNC web information on gender-based violence prevention.

As stipulated in our [charge](#), we have organized our recommendations by (1) recommendations that should be implemented immediately and (2) recommendations that require a longer term approach. Alongside the nine recommendations to implement immediately, we have included deadlines between now and the start of the fall 2021 semester, persons responsible, and resources required to provide clarity and enhance accountability. The eight longer term recommendations are organized by overarching goal for the next five years and include (1) a foundational activity which should be completed within the SPSO's first year, (2) possible indicators of success, (3) STOP SV categories, and (4) rationale and further guidance.

Review of the progress on the [2017 Violence Prevention Task Force](#) recommendations made it evident that a lack of oversight and fiscal and personnel resources led to a stagnation in gender-based violence prevention efforts between 2017 and 2020. Therefore our recommendations are not only programmatic but infrastructural. Accountability, transparency, and adequate resourcing will be critical to UNC's progress on preventing gender-based violence.

Recommendations to Implement Immediately

The following recommendations are critical to the development of gender-based violence prevention strategy at UNC and are timely to ensuring the success of the Senior Prevention Strategy Officer. **Therefore, these actions should be initiated before the end of the spring 2021 semester and completed by the beginning of the fall 2021 semester.**

Summary

Recommendation	Deadline	Persons Responsible	Resources Required
1. Send a university-wide communication announcing the creation of and search for the Senior Prevention Strategy Officer position and identify opportunities for community members to engage in finalists' virtual campus visits.	2/15/21	Vice Chancellor of Student Affairs, Chancellor, Executive Director of Strategy, Policy, and Special Projects (SPSO search chair)	Personnel time
2. Convene a discussion on the online pre-matriculation student modules.	3/1/21	Vice Chancellor of Student Affairs, Vice Chancellor of Human Resources/Equal Opportunity and Compliance, Director of Title IX Compliance, Director of the Office of Student Wellness	Personnel time
3. Cultivate a university-wide Sexual Assault Awareness Month calendar.	3/15/21	Vice Chancellor of Student Affairs, Sexual Violence Prevention Coordinator, UNC Gender-Based Violence Prevention Advisory Group chair	\$5,000 and personnel time
4. Create a public dashboard to track progress on prevention efforts.	4/1/21	Vice Chancellor of Student Affairs, Vice Chancellor of Human Resources/Equal Opportunity and Compliance, Student Affairs Coordinator for Assessment and Strategic Planning	Personnel time

Recommendation	Deadline	Persons Responsible	Resources Required
5. Once hired, schedule and convene a meeting of university leadership with the Senior Prevention Strategy Officer.	5/15/21	Vice Chancellor of Student Affairs, Chancellor	Personnel time
6. Allocate an adequate start-up budget for gender-based violence prevention efforts.	6/1/21	Vice Chancellor of Student Affairs, Vice Chancellor of Equal Opportunity and Compliance, Senior Prevention Strategy Officer	\$60,000 and personnel time
7. Fill the open Violence Prevention Coordinator position.	7/1/21	Vice Chancellor of Student Affairs, Vice Chancellor of Equal Opportunity and Compliance, Senior Prevention Strategy Officer	~\$53,000 + benefits and search committee time
8. Establish an Identity-Based Violence Prevention Student Advisory Board.	8/1/21	Senior Prevention Strategy Officer with Vice Chancellor and Associate Vice Chancellor of Student Affairs	2 federal work study positions and personnel time
9. Designate a representative for violence prevention in each of the 14 Schools.	8/15/21	Senior Prevention Strategy Officer, Vice Chancellor of Student Affairs, Provost	Personnel time

Detailed Description of Recommended Immediate Action Steps

1. Send a university-wide communication announcing the creation of and search for the Senior Prevention Strategy Officer position and identify opportunities for community members to engage in finalists' virtual campus visits.

We identified communication as an issue of key importance for gender-based violence prevention efforts, particularly as it relates to accountability. Advisory group members and key stakeholders pointed out that they only received communication about gender-based violence prevention efforts when there was a Clery Act-related crime alert, announcement of federal fines related to the Clery Act, campus-involved court cases, Office of Civil Rights investigations, or other areas of concern. As [Appendix E](#) indicates, The Daily Tar Heel, local, and national media frequently report on gender-based violence at UNC but there is limited continuity of action and subsequent communication about what the University is doing to prevent such violence.

A first step to improving communication and engagement would be to announce the SPSO position to the University community and to provide opportunity to virtually attend a session at the finalists' virtual campus visits.

Advisory group members suggested the establishment of regular all-University communication from the Chancellor, Vice Chancellor of Student Affairs, and Vice Chancellor of Human Resources and Equal Opportunity and Compliance at least twice a year during October (Relationship Violence Awareness Month) and April (Sexual Assault Awareness Month) that would include highlighting progress updates to the aforementioned dashboard.

2. Convene a discussion on pre-matriculation online modules.

Members of the UNC community are currently introduced to gender-based violence prevention primarily through pre-matriculation and ongoing online modules. Advisory board members and key stakeholders frequently mentioned concerns about the modules including their content and delivery. Frequently cited concerns include lack of representation of Black, Indigenous, and Students of Color, LGBTQ+ students, and students with disability; lack of customization or relevance to the Carolina community; lack of representation of Carolina faculty, staff, and student leadership in the module; technical glitches and issues; and an inability for students to opt in to learning about future events or involvement opportunities. Concerns about the modules were also reported in the [Daily Tar Heel](#) in September 2020.

The contract with EVERFI was renewed in December 2020 so we recommend beginning discussions now to ensure subject matter expert and student engagement before it is renewed again and before the modules are finalized for the 2021-2022 school year. We recommend convening a discussion of the current pre-matriculation modules consisting of representatives from Equal Opportunity and Compliance, Office of Student Wellness, the Clery Compliance

Coordinator, and members of the advisory group to discuss our current contracts, customization of existing modules, alternative products, and areas of strength and concern with these efforts.

3. Cultivate a university-wide Sexual Assault Awareness Month calendar.

As specified in the [2017 Violence Prevention Task Force Report](#), UNC has commemorated Sexual Assault Awareness Month for many years. However, efforts to establish and disseminate a centralized calendar of events have been mixed. April 2021 provides an excellent opportunity to launch a renewed focus on gender-based violence prevention efforts by cultivating a university-wide calendar that showcases the efforts of various programs that are working on sexual assault-related issues at UNC. This calendar would also provide an opportunity for the SPSO to get to know various constituency groups. The calendar creation could be facilitated by a subcommittee of the advisory group with support from communications personnel in Student Affairs. Successful Sexual Assault Awareness Month programming will require centralized planning and communication. Allocation of \$5,000 for this effort could provide opportunities for units to apply for grants to support Sexual Assault Awareness Month programming.

4. Create a public dashboard to track progress on prevention efforts.

The word that came up most frequently in advisory group conversations and meetings with students about gender-based violence was “accountability.” Another key word that emerged as we discussed key foundations for movement forward to address gender-based violence was “transparency.” The advisory group is grateful for the investment of university leadership in a Senior Prevention Strategy Officer position and convening of our group but is concerned about the absence of institutional support and accountability for prevention efforts between the 2017 report and 2020. The advisory group found it challenging to locate information regarding UNC’s efforts in preventing gender-based violence, rationale for current programs including online modules, required training, and policies. The advisory group also struggled due to the limited and fragmented web presence for prevention work at UNC, as delineated in [Appendix D](#).

Therefore, the University should create a public dashboard to track progress on violence prevention efforts. This dashboard should highlight current prevention efforts, reports, data, and evaluation and include progress updates posted quarterly (i.e., January, April, July, and October) outlining progress on the immediate and longer-term action steps included in this report. After it is created, the dashboard will continue to showcase progress on the comprehensive plan for prevention at the same intervals.

Examples include the website for Tulane University’s All In Initiative provides progress [here](#) and Dartmouth College’s Sexual Violence Prevention Project report [here](#).

5. Once hired, schedule and convene meeting of university leadership with the Senior Prevention Strategy Officer.

To prioritize the Senior Prevention Strategy Officer's success, we recommend the scheduling of a meeting, convened by the Chancellor and facilitated by the Vice Chancellor of Student Affairs and Vice Chancellor of Human Resources and Equal Opportunity and Compliance to share the institutional commitment to gender-based violence prevention and introduce the SPSO to the on-going efforts and history of violence prevention at UNC. This meeting should include all other vice chancellors, the Provost, and the Deans of the 14 Schools.

6. Allocate an adequate start-up budget for gender-based violence prevention efforts.

The advisory group is pleased that hiring is currently underway for a Senior Prevention Strategy Officer (SPSO). However, details as to the institutional budget for gender-based violence prevention are currently unclear. If the SPSO's efforts are to be successful, they will need an allocated starting programmatic (non-salary) budget of at least two dollars per student or approximately \$60,000 per year based on fall 2020 enrollment.

7. Fill the open Violence Prevention Coordinator position.

The Senior Prevention Strategy Officer will be a landmark position in the United States and demonstrates UNC's investment in gender-based violence prevention and innovation. [Benchmarking efforts](#) by the advisory group show that UNC's staffing levels for gender-based violence prevention lag far behind its self-defined peer group of other institutions, especially given the attention to UNC's lack of progress and, in some areas, decline in prevention efforts.

Based on our benchmarking efforts and reviews of previous reports, we would recommend at least nine full-time staff members dedicated to gender-based violence prevention and advocacy. Currently, there is one full-time violence prevention coordinator, one part-time violence prevention program assistant, and two full-time gender violence services coordinators. The SPSO search is currently underway and a hiring freeze on the second violence prevention coordinator position remains. That second violence prevention coordinator position should also be filled as soon as possible, which will bring the total staffing level for prevention and advocacy combined to 5.5 staff, falling short of the recommended minimum of nine full-time staff.

The development and delivery of prevention programming requires a core of highly trained staff. While grant-funded staff can certainly be added to launch new initiatives, there must be a sustainable core of university-funded staff members. Many of the 2017 recommendations were not accomplished because of both lack of resources and no clear person responsible. Turnover has also resulted from staff burnout and lack of support as well as precarity due to grant funding. Cultivation of University donors to fund interpersonal violence prevention and advocacy should be a priority but should not be a main focus of the Senior Prevention Strategy Officer, especially in their first few years due to the current staffing limitations.

It is important to note previous external reviews have pointed to the importance of increasing gender violence services coordinator (advocacy) staffing to at least five. As prevention efforts increase, more students will be aware of services and will seek support. Therefore, there needs to be an intentional structure with increased capacity and resources for a significantly robust survivor advocacy program, beyond the current limited services.

8. Establish an Identity-Based Violence Prevention Student Advisory Board.

Student voices, including undergraduate, graduate and professional students, are crucial to developing and implementing prevention efforts at UNC. Student members of the 2020 advisory group have shared discomfort with open meetings laws (especially for victim-survivors of gender-based violence), difficulty scheduling daytime meetings in advance, and a desire for a peer-facilitated space. Students have also shared the importance of synergy between efforts on all forms of identity-based violence including violence based on race, ethnicity, gender identity, gender expression, sexual orientation, and disability. These students point to the importance of creating protective environments at UNC due to harassment and discrimination based on minoritized identities cultivating a climate that enables sexual assault, intimate partner violence, sexual harassment, and stalking. Student leadership advising the SPSO should center the voice of minoritized students most at risk of experiencing harm and therefore most expert on campus climate.

This student advisory board would be peer-facilitated by two paid undergraduate student workers who would also serve as representatives on the Campus Safety Commission and UNC Gender-Based Violence Prevention Advisory Group. Infrastructure for the group would need to be established in the spring 2021 semester so that the student workers could be hired and trained at the start of the fall semester. The SPSO and student workers would then develop an application, recruit students to the board, and convene in mid-fall 2021.

9. Designate a representative for violence prevention in each of the 14 Schools.

The advisory group identified violence prevention at UNC are pursued as a co-curricular issue rather than an effort centralized to the institutional mission and achievements of Carolina Next. This co-curricular focus was identified as a key concern, as it leaves undergraduate students underserved and graduate and professional students without prevention programming beyond the passive pre-matriculation online modules.

To set the incoming SPSO up for success, each of UNC's 14 Schools should identify one representative to serve as a liaison on violence prevention efforts who will attend a quarterly meeting chaired by the SPSO once they have arrived. This representative will be responsible for communicating with key stakeholders in their academic unit, help to customize programming to the academic unit, assist with developing tailored resources, and support curriculum infusion efforts related to violence prevention.

Recommendations Requiring a Longer Term Strategy

The following steps will require a longer term strategy due to the complexity of the decision-making processes needed, time for development of curricula and implementation of training, cultivation of relationships, or the need for additional fiscal and personnel resources. The goals provide a foundation for a fall 2022 to spring 2025 foundation comprehensive strategic plan to be developed by the SPSO that will be accompanied by a detailed monitoring and evaluation plan. **Foundational activities should be completed by the end of the SPSO's first year.**



Summary

Goal	Foundational Activity	STOP SV Categories
1. Establish a gender-based violence prevention and advocacy center.	Designate a named hub focused on gender-based violence prevention and advocacy.	Opportunities to empower and support, Support survivors/victims
2. Develop and implement a comprehensive strategic plan for gender-based violence prevention for 2022-2025.	Draft a plan for gender-based violence prevention programming for the 2021-22 school year.	Social norms, Teach skills, Opportunities to empower and support
3. Develop and implement a communication and social marketing plan for 2022-2025.	Develop and implement a communication plan for 2021-2022 school year.	Social norms, Create protective environments, Support survivors/victims
4. Ensure multiple opportunities for students to be leaders in gender-based violence prevention efforts.	Establish an incubator program for student leaders.	Opportunities to empower and support, Support survivors/victims
5. Use a bystander strategy to engage all members of the university community as having a role to play in ending gender-based violence.	Revise and pilot the One Act bystander intervention program or develop/contract with another bystander intervention program.	Social norms, Teach skills
6. Partner with the 14 Schools to provide prevention messaging and programming that is relevant to each academic discipline.	Develop and distribute a gender-based violence prevention and response toolkit for graduate and professional students.	Teach skills, Protective environments, Support survivors/victims
7. Infuse gender-based violence prevention into the curriculum of every Carolina student.	Partner with EDUC 101 and other first-year/transfer student courses to ensure inclusion of gender-based violence prevention content in the curricula.	Create protective environments, Social norms, Teach skills
8. Develop and implement a monitoring and evaluation plan for the 2022-2025 comprehensive strategic plan.	Develop and implement a monitoring and evaluation plan for 2021-22 communication and prevention programs.	All

Detailed Description of Goals, Indicators, and Foundational Activities

GOAL 1: Establish a gender-based violence prevention and advocacy center.

Foundational Activity: Designate a named hub focused on gender-based violence prevention and advocacy.

Indicators of Success Include:

- Establishment of named hub online
- University community member satisfaction with web resources/hub
- Direction of users to correct/current website information after replication of methods used in [Appendix E](#)
- Development of a plan for the center
- Establishment of a center

Effective gender-based violence prevention efforts require centralized and university-wide approaches. Prevention and advocacy are areas that must be synergized to ensure effective, trauma-informed, and sustainable prevention efforts. As the Centers for Disease Control and Prevention articulate in their STOP SV framework, supporting survivors/victims is crucial to successful prevention efforts. As prevention and awareness education increases in the short-run, so too will demand for advocacy services. The convening of the UNC Gender-Based Violence Prevention Advisory Group and hiring of a Senior Prevention Strategy Officer is a powerful starting point toward achieving this greater centralization. As mentioned in the immediate action steps, it will be crucial to communicate about the new SPSO position and to create pathways that will allow this leader to hit the ground running.

However, [Benchmarking efforts](#) have shown that UNC is an outlier for institutions of its size in its self-identified peer group as the University does not have a center focused on gender-based violence prevention and advocacy. The SPSO will need to work intentionally with the Gender Violence Services Coordinators and Violence Prevention Coordinators to establish a model for a center that works for UNC. Consultation with center directors from the University's peer group would also provide valuable information to move forward with this process.

Within the SPSO's first year, it will be crucial to build a robust online space for gender-based violence prevention information-sharing that connects to research, policy, prevention, and response efforts related to intersecting forms of identity-based harms. This space could be a part of the Safe@UNC website or linked from it. Currently, there is limited prevention information on this site. In addition, as the SPSO and senior leadership make key decisions as to how prevention and advocacy will be aligned within university units, it will be crucial for the

SPSO to establish concrete ways through which the knowledge of the gender violence services coordinators informs prevention efforts and how prevention education implementers share and refer to the gender violence services coordinators.

This centralization effort should also incorporate the 2017 Violence Prevention Task Force recommendation of establishing a memorandum of understanding with both the Orange County Rape Crisis Center and Compass Center for providing prevention education and consultation in order to formalize these partnerships with local organizations and creating deliberate pathways between these organizations and the SPSO.

GOAL 2: Develop and implement a comprehensive strategic plan for gender-based violence prevention for 2022-2025.

Foundational Activity: Draft a plan for gender-based violence prevention opportunities for the 2021-22 school year.

Indicators of Success Include:

- Increased reach of programming (overall)
- Increased reach of programming by target audience factors listed below
- Establishment of mandatory programming
- Positive participant feedback about prevention programming
- Positive change in student knowledge, attitudes, intentions, and intended behaviors
- Positive change in student behavior
- Positive change in formal and informal help-seeking and bystander measures on AAU 2023 survey

Another important component of prevention efforts at UNC will be the development and implementation of a comprehensive strategic plan for prevention. We recommend that the SPSO and Violence Prevention Coordinators, in partnership with the advisory group and other stakeholders, first develop a feasible interim prevention education plan for the 2021-22 school year that will be shared via the aforementioned dashboard website.

This comprehensive plan should build on the philosophy and multi-level frameworks outlined earlier in this report and should also prioritize target audiences by year based on the most recently available campus climate survey data. The plan should include mandatory programming each year for all students, faculty, and staff as well as programming that is required for specific groups (e.g., teaching assistants, student organization leaders, department chairs). The plan should contain clear process and outcome metrics that will be communicated via the dashboard. This plan should also align with other efforts to address identify-based harms and cultivate anti-bias education. The plan should span the 2022-23, 2023-24, and 2024-25 school

years and be organized by levels of the social ecology, components of the STOP SV framework, as well as by target audience as listed below:

- By type of student (e.g., undergraduate, graduate)
- By type of employee (e.g., fixed term faculty, hourly staff)
- By year (e.g., pre-matriculation, 1st year, subsequent years)
- By role (e.g., student leaders, teaching assistants)
- By identity group (e.g., LGBTQ+, BIPOC, people with disabilities)
- By organizational affiliation (e.g., fraternities and sororities, athletics)
- By academic department, school, or discipline (e.g., School of Journalism, STEM majors)
- By location/hotspot (e.g., groups and locations that are sites where violence has happened or where there is community concern that they are perpetuating violence)

GOAL 3: Develop and implement a communication and social marketing plan for 2022-2025.

Foundational Activity: Develop and implement a communication plan for 2021-2022 school year.

Indicators of Success Include:

- Establishment of the 2021-2022 communication plan
- Increased engagement on gender-based violence issues (as measured by website visits, social media impressions, etc.)
- Establishment of the 2022-2025 communication plan
- Increased sites of dissemination (listservs, schools, student organizations, etc.)
- Creation or purchase of the social marketing campaign
- Implementation of the social marketing campaign
- Reach of social marketing campaign
- Increased attendance at voluntary events
- Increased requests for programs
- Implementation of the evaluation of the social marketing campaign
- Changes in knowledges, attitudes, and intentions based on the social marketing campaign
- Student satisfaction with social marketing campaign
- Change in informal/formal help-seeking and bystander measure outcomes on AAU 2023 survey

[The 2017 Violence Prevention Task Force Report](#) recommended the development, dissemination, and evaluation of a social marketing campaign. Data- and theory-driven prevention messaging is critical but a starting point will be establishing transparent and consistent messaging.

The SPSO should first develop and implement a communication plan for the 2021-2022 school year that builds on the immediate action of establishing a dashboard and online presence for prevention. Partnership with the University communications personnel both in Student Affairs and enterprise-wide will be needed for the success of this foundational activity. As a part of strategic planning for prevention, they should develop a communication plan and steps toward developing, disseminating, and evaluating a social marketing campaign. The communication plan should include updates to the campus community at regular intervals to continue the timely updates outlined in the immediate action steps.

To develop a social marketing campaign, the SPSO will need to prioritize the hiring of personnel with the requisite design and public health promotion skills. An alternative would be to contract with an evidence-based social marketing campaign that provides opportunities for customization and assistance with dissemination strategies.

GOAL 4: Ensure multiple opportunities for students to be leaders in gender-based violence prevention efforts.

Foundational Activity: Establish an incubator program for student leaders.

Indicators of Success Include:

- Increased number of students engaged in formal leadership opportunities
- Increased number of student attendance at voluntary events
- Increased engagement of minoritized students
- Increased for-credit/paid opportunities for students
- Increased minoritized student-focused/affirming programming
- Positive feedback from Identity-Based Violence Prevention Student Advisory Board
- Positive feedback from student participants
- Positive feedback from student leaders
- Positive changes in knowledge, attitudes, and intentions among students who attend programming
- Positive changes in AAU 2023 measures on campus climate

Students have been doing crucial support, mobilizing, and education work around gender-based violence at UNC for decades. It will be critical to engage students closely in all aspects of violence prevention, and to provide them with engagement opportunities, particularly those students who are currently or will soon serve in leadership roles across campus.

The immediate action steps call for the establishment of an Identity-Based Violence Prevention Student Advisory Board to provide key advice and support to guide the SPSO, other prevention staff, and the UNC Gender-Based Violence Prevention Advisory Group. In the SPSO's first year, they should establish an incubator program, such as a summer internship program or academic

course, that would all students to develop ideas for implementing gender-based violence prevention efforts that are mentored by staff and faculty experts and directly informed by student experience, especially the experience of students who are disproportionately impacted by gender-based violence (e.g., LGBTQ+ students, Black and Indigenous and People of Color, and students with disabilities). Through this program and other initiatives, the university can create more opportunities for students to provide leadership in gender-based violence initiatives, especially through avenues that provide compensation or credit for the students' work, such as paid student worker opportunities, internships, and academic courses.

The incubator program could be co-advised by the SPSO or a designated supervisee and a representative of the Campus Safety Commission. The group would be supported by the student workers hired under the immediate action step on establishing an Identity-Based Violence Prevention Student Advisory Board. Students would apply for funding and mentorship. The review criteria for selection would include key minoritized groups that should be prioritized for funding.

GOAL 5: Use a bystander strategy to engage all members of the university community as having a role to play in ending gender-based violence.

Foundational Activity: Revise, pilot, and evaluate the One Act bystander intervention program or develop/contract with another bystander intervention program.

Indicators of Success Include:

- Creation or purchase of bystander intervention program
- Development of assessment strategy for bystander intervention program
- Positive pilot feedback
- Inclusion of pilot feedback in next iteration of program
- Reach of program overall
- Reach of program per target group
- Increased reach to 100% of undergraduate students by end of their first year
- Increased reach to 100% of graduate and professional students with teaching and supervisory responsibilities
- Positive change in bystander knowledge, attitudes, and intentions
- Positive change in bystander behaviors
- Positive feedback from program facilitators

UNC also has a long history of peer education, including through Healthy Heels Ambassadors (hha!), which at one point also facilitated the One Act program. A first step toward cultivating a bystander strategy is revising and piloting a new version of the One Act bystander program, developing a new program, or contracting with an evidence-based program for materials and

train-the-trainer support (e.g., Bringing in the Bystander, Green Dot, Mentors in Violence Prevention).

A key programmatic focus for the SPSO's first year should be supporting the implementation and evaluation of bystander intervention training for undergraduate students. This training should be mandatory for first year undergraduate students to complete by the end of their first year and mechanisms for enforcement (e.g., registration holds for enrollment for second year fall semester) should be pursued.

With additional staff capacity, bystander intervention training should be expanded to graduate and professional students, staff, and faculty. Staff should partner with key university stakeholders to ensure that the curriculum is affirming to students at disproportionate risk of victimization such as Black and Indigenous and People of Color, LGBTQ+ students, and students with disabilities, but with additional staffing tailored versions should be developed specifically facilitated by and for groups that hold space to affirm students holding these identities.

GOAL 6: Partner with the 14 Schools to provide prevention messaging and programming that is relevant to each academic discipline.

Foundational Activity: Develop and distribute a gender-based violence prevention and response toolkit for graduate and professional students.

Indicators of Success Include:

- Development of toolkit draft
- Feedback on toolkit draft
- Incorporation of feedback into final version of toolkit
- Reach of toolkit by year (number of schools, number of students, number of downloads)
- Positive satisfaction feedback on toolkit
- Increased reach of prevention programming (by school, number of students, etc.)
- Positive satisfaction feedback on programming
- Change in knowledge, attitudes, and intended behavior based on programming
- Change in behavior based on programming
- Change in AAU campus climate survey help-seeking, bystander, and campus climate components on AAU 2023 survey

An immediate action step provides a directive from senior leadership for each of the 14 Schools to designate a representative to a violence prevention group focused on school-by-school messaging and prevention programming. The comprehensive strategic plan should delineate next steps that are feasible based on staffing levels and consulting with this group of academic unit leaders for ensuring that students are reached within their academic discipline in meaningful ways.

A first step in this area is establishing baseline prevention messaging and tailored response protocols to graduate and professional students that takes into account their developmental level, lived experiences, unique risk (e.g., for sexual harassment from mentors), and unique and often dual roles (e.g., teaching assistants, research assistants, instructors of record). As the data indicate, graduate and professional students face high rates of violence and are a likely disclosure site for peers and students they mentor. However, graduate and professional students are not currently engaged beyond the EVERFI online modules. Without additional staffing, robust programming for graduate and professional students will not be possible and, therefore, a graduate and professional student prevention-focused position should be considered once initial capacity has been built.

GOAL 7: Infuse gender-based violence prevention into the curriculum of every Carolina student.

Foundational Activity: Partner with EDUC 101 and other first-year/transfer student courses to ensure inclusion of gender-based violence prevention content in the curricula.

Indicators of Success Include:

- Inclusion of violence prevention content in the EDUC 101 learning objectives
- Development of EDUC 101 curriculum, learning objectives, and measures
- Positive feedback on EDUC 101 curriculum draft
- Inclusion of feedback in updated EDUC 101 curriculum
- Development of training for facilitators of EDUC 101 curriculum
- Implementation of training for facilitators of EDUC 101 curriculum
- Satisfaction of facilitators with training and curriculum
- Student satisfaction with curriculum
- Student achievement of curriculum learning objectives

Curriculum infusion of gender-based violence topics has been ad-hoc and somewhat sporadic at UNC. Gender-based violence prevention is not an extracurricular pursuit and should, therefore, be a part of every students' curriculum in ways that are developmentally appropriate. The comprehensive strategic plan for prevention should include curricular components and curriculum infusion opportunities. Showcasing course offerings on the website/dashboard along with experts who can provide guest lectures or workshops in lieu of class cancellation would be a crucial step.

Ensuring inclusion of gender-based violence prevention content in a required University 101/EDUC 101 course was a recommendation in 2017 and remains a key component of a comprehensive prevention plan. In myriad reports and venues, key stakeholders at Carolina have advocated for the importance of this course as the site for synchronous prevention education to serve as a critical "second dose" or booster after a pre-matriculation online

module. Therefore, it is critical to ensure that these courses include gender-based violence prevention content. One of the [nine principles of effective prevention](#) is well-trained staff, so this base will also necessitate capacity building for instructors or provision of this programming by staff or faculty experts.

GOAL 8: Develop and implement a monitoring and evaluation plan for the 2022-25 comprehensive strategic plan.

Foundational Activity: Develop and implement a monitoring and evaluation plan for 2021-22 communication and prevention programs.

Indicators of Success Include:

- Designation of leader of monitoring and evaluation efforts
- Designation of monitoring and evaluation effort personnel (e.g., committee members, graduate assistants, external personnel for partnership such as North Carolina Coalition Against Domestic Violence)
- Development of 2021-2022 monitoring and evaluation plan
- Implementation of 2021-2022 monitoring and evaluation plan
- Posting of key metrics at specific intervals on the dashboard
- Use of monitoring and evaluation data in revisiting existing and developing new programming
- Number of stakeholders surveyed/interviewed through monitoring and evaluation efforts
- Number of minoritized stakeholders surveyed/interviewed through monitoring and evaluation efforts
- Creation of evaluation reports
- Dissemination of evaluation reports
- Implementation of the 2023 AAU survey

UNC's prevention efforts must also be data-driven and evidence-informed. An assessment plan, written in consultation with UNC faculty subject matter experts, should be developed alongside both the 2021-22 interim communication and prevention plan and the 2022-25 comprehensive strategic plan. This report was informed by the 2019 Association of American Universities report and future efforts and prioritization should be guided by this data. Therefore, UNC should participate in the next data collection for the AAU survey (likely 2023).

[The 2017 Violence Prevention Task Force Report](#) points to the value of external evaluators. We also see value in external evaluation of prevention programming but would not prioritize initial funding in that direction. Instead, the university should prioritize course buy-outs, provide funding for doctoral or master's level research assistant time, or provide internal grant opportunities for assessment efforts. Qualitative data will be critical to ensuring the prevention

efforts follow social self-identification principles that will allow target audiences to see their experiences reflected in programming or social marketing. However, monitoring and evaluation efforts should be conducted using community participatory action research principles to avoid key stakeholders, particularly those at the greatest risk of experiencing violence, of sharing deeply personal information without a clear beneficial outcome to them and their communities.

Conclusion

In this report, we first shared the frameworks that we used to review progress on the 2017 Violence Prevention report and determine next steps for gender-based violence prevention efforts and their monitoring and evaluation. We the proposed nine immediate action steps that should be implemented before the start of the fall 2021 semester. We then provided eight longer term goals for the next five years and one foundational activity to make progress toward each goal during the Senior Prevention Strategy Officer's first year.

We believe that UNC has the potential to, as the SPSO job description indicates, "Establish a program of national prominence in interpersonal violence prevention." Achieving that goal will require investment and oversight through a focus on accountability, transparency, and prioritization of the issue of gender-based violence at the highest levels of leadership. Through this commitment, UNC is well-positioned to fulfill one of the world's most challenging problems, as stipulated in Carolina Next, but first we must begin at home at Carolina.

Appendices

A. Summary of 2017 Task Force Report Recommendations

Below is a summary of recommendations. The full report is available [here](#).

Increased capacity and impact for current UNC programs:

- One Act
- HAVEN
- Safe Zone
- Sustaining Healthy Relationships Online Module
- Raise the Bar
- RVAM and SAAM Community Calendars
- Delta Advocates
- Navigating Gender
- UNC Men’s Project
- Bulletin Boards
- RAD Self-Defense
- One Love Escalation Workshop
- New Student and Transfer Orientation – Sessions and Online Module
- Accessibility in all prevention programs

Element of STOP SV	Recommendation from 2017 TF Report
Social norms that protect against violence	<ul style="list-style-type: none"> • Design, implement, and evaluate evidence-based campus social norms marketing campaigns • Increase student leader involvement in violence prevention • Increase reach of prevention education to distance education students • Include violence prevention information in residence hall education during 1st 6 weeks of the semester • Ensure mandatory, ongoing comprehensive implicit bias education for all faculty, staff, and students • Disseminate Party Smart information to all students
Teach skills to prevent violence	<ul style="list-style-type: none"> • Implement a mandatory for-credit University 101 course • Develop and distribute a violence prevention toolkit to graduate and professional students that speaks to their specific roles

Element of STOP SV	Recommendation from 2017 TF Report
<p>Opportunities to empower and support groups at highest risk</p>	<ul style="list-style-type: none"> • Conduct a needs assessment and pilot a prevention program for students with disabilities • Conduct a needs assessment on necessity of translating prevention resources into languages beyond English • Review and update the Policy Statement on Gender Inclusive Language
<p>Create protective environments</p>	<ul style="list-style-type: none"> • Communicate violence prevention efforts to prospective students and parents • Increase access to violence prevention and response materials for faculty and instructors • Release an annual statement from Chancellor about current campus efforts to prevent violence and related policies • Ensure that new employees receive information at the orientation and annually about relevant policies
<p>Support victims/survivors</p>	<p>The task force report focused specifically on primary prevention</p>
<p>Partnerships & Evaluation</p>	<ul style="list-style-type: none"> • Provide additional resources/staffing for existing prevention programs • Update or establish MOUs with Compass Center and OCRCC around prevention • Retain an external evaluator to collect, analyze, and share campus-wide data on the need for and impact of prevention programs every other year • Retain an external evaluator to collect, analyze, and share campus-wide data on the knowledge, attitudes, beliefs, behaviors, and experiences of faculty and staff every other year • Incentivize faculty/staff participation in prevention trainings • Ensure prioritization and completion of these recommendations and establish an organizational structure for prevention across UNC by charging a Violence Prevention Advisory Group

B. Benchmarking with the UNC System-Defined Peer Group⁴

Of the 16 peer schools reviewed, 12 have gender-based violence offices or centers. Thirteen of the 16 schools have a lower gender-based violence prevention and advocacy staff to student ratio than UNC-Chapel Hill.

Institution	Total enrollment (Fall 2019)	Gender-based violence office or center?	# of staff ⁵	GBV staff to student ratio	Key prevention programs
PUBLIC INSTITUTIONS OF HIGHER EDUCATION					
University of Texas-Austin	51,832	No, Voices Against Violence is an initiative within the counseling center	4	1/12,958	Voices against Violence, Not on My Campus (peer education), Men Can End, BeVocal (bystander intervention), Theatre for Dialogue
University of Minnesota-Twin Cities	50,943	Yes, the Aurora Center	8	1/6,368	“Power of Respect” comprehensive sexual violence prevention curriculum (more here), men’s engagement initiative, peer education
Michigan State University ⁶	50,351	Yes, 2-Prevention Outreach and Education Department and Center for Survivors (advocacy, therapy, and outreach)	18	1/2,797	SARV Prevention Program, Bystander Network, specific prevention workshops for international students and LGBTQ+ students, Active Barstander (bar-based bystander intervention), Greeks Take the Lead, climate and response specialist position
University of Michigan – Ann Arbor	48,090	Yes, SAPAC (Sexual Assault Prevention and Awareness Center)	8.5	1/5,657	Relationship Remix, Raise the Bar, peer-led support group, bystander intervention, engendering respectful communities (grad student specific), restorative circles
UC-Los Angeles	45,921	Yes, CARE (Campus Assault Resources & Education)	8	1/5,740	Consent and relationship peer educators, internship program, workshops, healing programs

⁴ Note: This information was compiled based on public information on university websites for the UNC Gender-Based Violence Prevention Advisory Group by LB Klein on 15 July 2020.

⁵ Note: This figure does not include counselors, paid student staff such as graduate or undergraduate assistants, or interns.

⁶ Note: This university is not listed as a peer institution but has been referenced by advisory group members.

Institution	Total enrollment (Fall 2019)	Gender-based violence office or center?	# of staff ⁵	GBV staff to student ratio	Key prevention programs
University of Wisconsin-Madison	45,317	Yes, Violence Prevention is an office but advocacy is within mental health services	8	1/5,664	U Got This!/Get Wise online modules developed in house, ActWise (bystander), graduate student and faculty/staff-specific positions,
University of Washington (Seattle)	43,617	No	3	1/14,439	LiveWell advocate, It's On Us, Helpful Husky (bystander intervention)
UC-Berkeley	43,204	Yes, PATH to Care Center	12	1/3,600	Peer education for social change, seed grants, consultation, research and guidance documents, train-the-trainer, TRAIL leadership, social norms campaigns
University of Maryland-College Park	41,000	Yes, CARE to Stop Violence	12	1/3,416	Step Up bystander intervention; 3 peer outreach, education, or advocacy groups; specified programs for faculty/staff and students
University of North Carolina at Chapel Hill	29,877	No, advocacy is located in the Carolina Women's Center, prevention in the Office of Student Wellness	3.5	1/8,536	One Act, HAVEN, Delta Advocates
University of Virginia	22,000	No, the gender-based violence initiatives are based out of the women's center	4 ⁷	1/5,500	Green Dot, Step UP!, #hoosgotyourback, gender violence and social change, Greek member education, One Less, One in Four, Peer Health Educators (PHEs), Student-Athlete Mentors
PRIVATE INSTITUTIONS OF HIGHER EDUCATION					
University of Southern California	48,500	Yes, Relationship and Sexual Violence Prevention Services	6	1/8,083	Trojans Respect Consent (affirmative consent), Trojans Act Now (bystander intervention), healing arts, workshops (including multicultural-specific

⁷ Note: Initiatives at UVA have been spread out among multiple units with high programming budgets but limited full-time personnel dedicated specifically to prevention. There are seven counselors in the Women's Center specifically and a focus on trauma services.

Institution	Total enrollment (Fall 2019)	Gender-based violence office or center?	# of staff ⁵	GBV staff to student ratio	Key prevention programs
		(office within health services)			programming), Circle of Hope (adult survivors of child sexual abuse)
University of Pennsylvania	26,675	Yes, Penn Violence Prevention Center	4	1/6,669	Anti-Violence Engagement Network, MARS (engaging men), PAVE (peer education), Penn Violence Prevention Committee (meet biannually to review prevention efforts), Anti-Violence Advocate Training
Columbia University ⁸	26,338	Yes, Sexual Violence Response (Center within Columbia Health Administration)	13	1/2,026	Step UP! Bystander intervention, male survivor programming, foundational and next level workshops on a variety of topics, certified peer educators, peer advocates
Johns Hopkins University	26,152	No, positions are located in Center for Health Education and Wellness	3	1/8,717	Bystander Intervention Training (BIT) program, Sexual Assault Resource Unit (SARU)
Northwestern University	21,591	Yes, Center for Awareness, Response and Education	3	1/7,197	Nu Men (healthy masculinity), Sexual Health and Assault Peer Educators (SHAPE), Students Promoting Education, Awareness, and Knowledge (SPEAK), Men Against Rape and Sexual Assault (MARS, peer education)
Duke University	15,634	Yes, the Office of Gender Violence Prevention and Intervention is located within the Women's Center	2	1/7,817	PACT (bystander intervention – based on Bringing in the Bystander), Let's Talk Consent, 50 Shades of Unhealthy Relationships, DUWell Healthy Relationships

⁸ Note: This university is not listed as a peer institution, but has been mentioned frequently by advisory group members. Drs. Hirsch and Khan, authors of *Sexual Citizens* and faculty at Columbia presented at UNC-Chapel Hill last year.

C. SOAR Analysis

The following are strengths, opportunities, aspirations, and results that were provided by the advisory group during a meeting and through a post-meeting anonymous survey. The strengths and opportunities were synthesized for themes. The aspirations and results were all included.

Strengths

What are UNC-CH's greatest **strengths** in preventing violence?

- Research infrastructure
- Strong academic programs, including in relevant areas (public health, education, social work)
- Faculty experts
- Student activism
- Student calls for prevention efforts to increase
- History of student involvement in prevention programming
- Leadership in UNC system
- Participation in AAU survey
- Strong campus partnerships in some areas
- High level of interest from faculty, staff, students, and alumni
- History of campus-community collaboration and research partnerships

Opportunities

What are our best **opportunities** for better preventing violence?

- Accountability
- Continuity
- Tracking
- Transparency
- Connections of our advisory group to multiple constituents
- Buy-in that can lead to coordination and consistent messaging
- Strong academic units with which we can partner to disseminate messaging/programming
- Providing year-by-year training rather than focusing solely on orientation/pre-matriculation
- Charge from Vice Chancellors
- Establishment of the advisory group for oversight
- SPSO position established

- Opportunities to centralize and de-silo
- Include students of color, LGBTQ+ students, students with disabilities, and other minoritized groups who have been organizing but have received limited support
- University to take accountability for lack of progress and to work to establish trust
- Calls to establish a center
- Support from Campus Safety Commission and their sexual violence recommendations
- Shift to online provides opportunity to regroup and reach students online
- Intra-campus partnerships
- Campus-community partnerships
- UNC is in the spotlight on this issue and could choose to lead
- Coalition building and working with BIPOC and LGBTQ+ students
- Chancellor's promise of \$2 million
- recent attention to GBV response and prevention due to Title IX changes, AAU survey, and media attention of recent UNC-related sexual assault/harassment incidents
- Survivors coming forward and telling their stories/pointing out issues
- Holding fraternities/sororities and athletics accountable
- Involving more of the administration as well as faculty
- Comprehending that the issue needs to be targeted with an intersectional lens

Aspirations

What are our **aspirations**? What is our preferred future at UNC-CH related to violence prevention?

- an end to violence
- an institution like UNC sets the climate for the nation in centering students' needs and adapting policies and procedures that center the most minoritized students and take an intersectional approach
- central location for violence prevention
- destabilizing power dynamics that contribute to violence
- radical shift
- student-centered and students' voices are heard and included in our policies and procedures
- accountability - administration, places and people, who is holding power - how that power has harmed and continues to harm students
- institutions that are constantly called out - men in fraternities, men involved in athletics programs - aspiration that these groups that have on paper very strong values are held accountable to those written values and that we provide targeted interventions toward

these groups where we can tailor our approach to specific organizations and their histories

- better centering students of color - advocate with not for - students/staff, administration/institution, come together with a community-based approach
- low staff turnover due to policies to curb burnout, prevent compassion fatigue, and encourage self-care/compassion satisfaction
- Keep intersectionality as a core value of our work, recognizing the diverse communities of University and ensure that we listen and ensure that anything we implement takes into account the unique challenges face by each community I believe we can tackle the rhetoric around 'consent,' which at the moment is first introduced as the positive counterpart to assault. Personally, I find this problematic, as it not only applies this immediately negative tint to it (consent as the default 'anti-assault') and ties it up in this inextricable binary with assault. This leads to conversations (which I as a student have heard many of, and am not alone in this) such as Well I wouldn't say it was assault so I guess it was consensual. I think we can do better than simply 'consent' as the hallmark for good relationships. Not only by actively condemning and preventing violence, but also by promoting/educating around comfort, individual sexuality, communication, and things outside of the in-the-moment consent (which is of course, also mandatory) to lay a stronger foundation for safe and healthy (not only sexual) interactions/community.
- increased accessibility and support for survivors
- Administration taking accountability for previous missteps, and fully supporting new interventions
- Students feeling more heard (again, especially those who are marginalized). Higher retention rates (students and staff).
- We aspire to see a reduction in violence on campus We aspire to have all students go through a meaningful and impactful training in GBV and prevention We aspire to have a campus wide effort that is supported at all levels, across schools and that reaches students (undergraduate and graduate), faculty and staff To have continued and dedicated funding to ensure high quality, effective programming that reaches all students with meaningful programs and services. That we evaluate these programs and make changes where needed
- sustainable centering of marginalized communities in decisions and program development; opportunity for violence prevention work to expand to include forms of violence that intersect with GBV and increase perpetration; intentional focus on perpetrators of violence and utilizing current response efforts (knowledge of EOC) to underscore secondary prevention; include responding-party services within violence prevention using best practices to center harm reduction

- UNC-CH can be a campus where students, faculty and staff want to do prevention and response work. There needs to be a commitment to the people doing the work that ourselves and our efforts will be sustained, supported, and grounded in self-care and trust that the work is supported institutionally. I think that will help with overall sustainability of efforts and progress--and also help recruit and retain dedicated experts in the fields.
- one where student retention rate is higher, as well as GPA. Students can thrive without fearing for their autonomy or their academic futures

Results

How will we know we are succeeding? What are the measurable **results** that will tell us we have achieved our aspirations?

- Major participation from Black and Brown students/communities and meaningful engagement with those students/communities, informal assessments from folks who are in those communities and feeling safe to speak
- a greater retention rate and lower transfer rate, especially among Black students and students of color
- what about UNC staff and faculty? - protecting staff and particularly the lowest paid staff who are often Black, Indigenous, and People of Color - what kinds of interventions are in there for them
- we can come up with indicators both quantitative and qualitative - we will need process measures as well as outcomes
- in addition to thinking about the data, prioritizing narrative - for students and staff - CDS and housekeeping, sometimes data and policy can be quite technical and there is importance in hearing voices and including narratives that speak to the intersectionality of issues
- greater engagement in social justice programs
- We need to spend more time operationalizing our process and outcome indicators and data collection strategies/timelines
- See reductions in violence See changes in norms and perceptions related to GBV, harassment, stalking etc. among students, staff and faculty See increase in proportion of students reached with meaningful programs (need to define- dose)
- measuring feedback from campus stakeholders ESPECIALLY marginalized identity groups throughout implementation of a center and on-going measurement of programming and service provision
- Inclusive language
- Academic leaders expressing concerns for GBV

- Drop in number of reported cases
- Sustained programming aimed at awareness and prevention
- Participation in events related to GBV
- Honestly, when we aren't only in the media for what we aren't doing related to prevention and response work. Even if we wanted to challenge that narrative, we don't have many tangible things to show for it, especially relevant to prevention. I'd love to be a campus that can showcase our work and help be a part of rebuilding trust that our community can do and will do things.
- Retention rates
- Lower transfer rates
- Overall cooperation with administration (fewer protests, op-eds)

D. Selected UNC Gender-Based Violence-Related Media Coverage

This list represents the first 60 headlines that show up in a Google news search. These searches were conducted by Naana Ewool MSW '22 in October 2020.

Year	News Source	Headline
2010	The Daily Tar Heel	The underreported trend of sexual assault during study abroad programs
2013	The Daily Tar Heel	Complaint: UNC pressured dean to underreport sexual assault cases
2015	ABC 11 Eyewitness News	Sexual assault reported on UNC Chapel Hill campus
2016	ABC News	Student Accused in UNC Sexual Assault Turns Himself In to Authorities
2016	WUNC 91.5 NC Public Radio	Sexual Assault Prevention And Response Policies At UNC
2016	The Daily Tar Heel	The Daily Tar Heel files lawsuit against UNC to obtain campus sexual assault records
2017	The Daily Tar Heel	How will DeVos' new guidelines influence how UNC handles sexual assault?
2018	The Daily Tar Heel	UNC kicks off sexual assault awareness month
2018	WFAE 90.7 (Charlotte's NPR News Source)	Court Orders UNC Chapel Hill To Disclose Names Of Sexual Assault Perpetrators
2018	Inside Higher Ed	The 'Confusing' Case of UNC's Title IX Violations
2018	The Herald	In #MeToo era, UNC scrutinized for its handling of sexual assault and harassment
2018	The Herald Sun	'Yes means yes and no means no.' UNC-Chapel Hill rally supports sexual-assault survivors.
2018	CBS 17	UNC students on edge after sexual assault reported at parking lot
2018	The Daily Tar Heel	Inappropriate actions taken by advisers leave some grad students with nowhere to turn

Year	News Source	Headline
2019	The Daily Tar Heel	Look back on how Folt dealt with UNC's sexual assault lawsuit, Title IX investigation
2019	The Daily Tar Heel	How UNC has changed in the four years since 'The Hunting Ground'
2019	The Daily Tar Heel	UNC rolls out new Title IX policy to comply with federal regulations
2019	The Daily Tar Heel	Student Government launches Red Zone Initiative to battle sexual assault on campus
2019	CBS 17	Some UNC students concerned alert issued late after Chapel Hill sex assault
2019	9 News	Police: Someone assaulted on UNC campus because of their sexual orientation
2019	97.9 CHAPELBORO	UNC Chancellor Addresses Recent 'Disturbing Incidents' Involving Campus
2019	WRAL	UNC-Chapel Hill students raise questions about notification system after sex assault, alleged library harassment
2019	CBS 17	Chapel Hill Police increase security near campus after recent sexual assault and harassment
2019	WRAL	In Chapel Hill, young women worry about safety as rape remains unsolved
2019	The Daily Tar Heel	Guskiewicz workshops Alert Carolina after crimes rattle students
2019	WRAL	Chapel Hill police make arrest in rape near UNC campus
2019	The Daily Tar Heel	Two years later: grappling with drug-facilitated sexual assault at UNC
2019	WUNC 91.5 NC Public Radio	UNC-Chapel Hill Receives 'Very Concerning' Sexual Assault Data
2019	Raleigh News & Observer	After 'disturbing' sexual assault rates disclosed at UNC, students call for solutions
2019	WUNC 91.5 NC Public Radio	UNC Students Lead Town Hall To Address Sexual Assault

Year	News Source	Headline
2019	WRAL	Feds: UNC-CH didn't warn students of campus crime, underreported annual numbers
2019	The Daily Tar Heel	A decade of activism changed sexual assault policy, but some say UNC still falls short
2019	WUNC 91.5 NC Public Radio	UNC-CH Campus Safety Commission Offers Frank Criticism
2020	The Daily Tar Heel	Chapel Hill Police's response to last semester's assault in Shortbread Lofts
2020	WUNC 91.5 NC Public Radio	Students Say UNC Needs To Step Up To Prevent Sexual Assaults
2020	The Daily Tar Heel	Column: At UNC, sexual assault has always been a problem
2020	The Daily Tar Heel	These campus and local groups are seeking to provide education on sexual violence
2020	Raleigh News & Observer	NC Supreme Court says UNC must release disciplinary records in sexual assault cases
2020	Carolina Public Press	Response to sexual assault adjusts due to pandemic
2020	The Daily Tar Heel	Op-ed: Loud words, silent university
2020	The Daily Tar Heel	It's not on us': From UNC to the courts, restraining order enforcement raises concerns
2020	Raleigh News & Observer	UNC-Chapel Hill refuses to release sexual assault records after NC Supreme Court order
2020	The Daily Tar Heel	Op-ed: We delivered the UNC Title IX petition. The administration answered.
2020	Indy Week	UNC Finally Releases Records of On-Campus Sexual Assault
2020	The Daily Tar Heel	UNC released sexual assault records — what happens next?
2020	Indy Week	Backtalk: Releasing the Name of Sexual Abusers Isn't All Good News
2020	WRAL	UNC has been sweeping this under the rug, 'sex assault survivor says

Year	News Source	Headline
2020	The Daily Tar Heel	UNC adopted a new Title IX policy on Aug. 14. Here's what that means.
2020	The Daily Tar Heel	The release of sexual assault records leaves activists asking what comes next
2020	The Daily Tar Heel	Gender-Based Violence Prevention Advisory Group discusses sexual violence prevention
2020	The Daily Tar Heel	Column: UNC is facing two public health crises
2020	The Daily Tar Heel	Column: UNC's inadequacy punishes survivors of sexual violence
2020	The Daily Tar Heel	UNC petitions U.S. Supreme Court to review ruling in sexual assault records case
2020	The Daily Tar Heel	Column: UNC doesn't care about our mental health
2020	Raleigh News & Observer	A third of female undergraduate UNC students reported sexual assault, survey found
2020	The Daily Tar Heel	DTH public records lawsuit against UNC goes before the North Carolina Supreme Court

E. Results of Gender-Based Violence-Related Keyword Searches

Below are the top five search results for two types of searches: (1) searches of “UNC Chapel Hill” and a key term using Google, and (2) searches through the UNC website search bar of key terms. These searches were conducted in October 2020 by Mackensie Disbenett MSW ’22.

Google Search Results

UNC Chapel Hill sexual assault

UNC released sexual assault records - what happens next ...

<https://www.dailyTarHeel.com/article/2020/08/sexual-assault-whats-next-0810>

Column: At UNC, sexual assault has always been a problem...

<https://www.dailyTarHeel.com/article/2020/03/sexual-assault-history-0304>

Policy on Prohibited Discrimination, Harassment, and Related Misconduct

<https://eoc.unc.edu/our-policies/ppdhrm/>

Sexual Assault Response - Campus Health - UNC Chapel Hill

<https://campushealth.unc.edu/urgent-needs/sexual-assault-response>

UNC-Chapel Hill refuses to release sexual assault records...

<https://www.newsobserver.com/news/local/education/article243914317.html>

UNC Chapel Hill intimate partner violence

Intimate Partner Violence (IPV) Resources | UNC Hospital’s Beacon Program

<https://www.med.unc.edu/beacon/get-help/intimate-partner-violence-ipv/>

Resources | Intimate Partner Violence and Advocacy

<https://www.med.unc.edu/ipvaa/resources/>

Intimate Partner Violence Awareness and Advocacy - UNC School of Medicine

<https://www.med.unc.edu/ipvaa/>

Get Involved! | Intimate Partner Violence Awareness and Advocacy

<https://www.med.unc.edu/ipvaa/get-involved/>

Gender-Based Violence | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/research/gender-based-violence/>

UNC Chapel Hill domestic violence

Intimate Partner Violence (IPV) Resources | UNC Hospital’s Beacon Program

<https://www.med.unc.edu/beacon/get-help/intimate-partner-violence-ipv/>

Violence Prevention - Carolina Women’s Center

<https://womenscenter.unc.edu/violence-prevention/>

Resources for preventing and responding to sexual or interpersonal violence

<https://eoc.unc.edu/resources-for-preventing-and-responding-to-sexual-or-interpersonal-violence/>

Domestic and Sexual Violence Clinic | UNC School of Law

<https://law.unc.edu/experiential-learning/clinics/domestic-and-sexual-violence-clinic/>
Gender-Based Violence | UNC Injury Prevention Research Center (IPRC)
<https://iprc.unc.edu/research/gender-based-violence/>

UNC Chapel Hill stalking

Safe UNC - UNC Chapel Hill

<https://safe.unc.edu>

Stalking - Safe at UNC

<https://safe.unc.edu/learn-more/prohibited-behaviors/stalking/stalking-2/>

Policy on Prohibited Discrimination, Harassment, and Related Misconduct

<https://eoc.unc.edu/our-policies/ppdhrm/>

Title IX and VAWA - UNC Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/our-policies/state-and-federal-laws/title-ix-and-vawa/>

Stalking Awareness Month: Stay in Bounds - UNC Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/event/stalking-awareness-month/>

UNC Chapel Hill dating violence

Teen Dating Violence Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/teen-dating-violence-resources/>

Intimate Partner Violence (IPV) Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/intimate-partner-violence-ipv/>

Violence Prevention - Carolina Women's Center

<https://womenscenter.unc.edu/violence-prevention/>

Gender-Based Violence | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/research/gender-based-violence/>

Title IX and VAWA - UNC Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/our-policies/state-and-federal-laws/title-ix-and-vawa/>

UNC Chapel Hill rape

Column: At UNC, sexual assault has always been a problem...

<https://www.dailyTarHeel.com/article/2020/03/sexual-assault-history-0304>

Prevalence of sexual assault at UNC-Chapel Hill is 'alarming ...

<https://www.newsobserver.com/news/local/education/article236247498.html>

Court: UNC-Chapel Hill must release sex assault records

<https://apnews.com/article/be324fab5fb4a1d1c56dce82c1acd162>

Chapel Hill police make arrest in rape near UNC campus...

<https://www.wral.com/chapel-hill-police-make-arrest-in-rape-near-unc-campus/18668556/>

In Chapel Hill, young women worry about safety as rape...

<https://www.wral.com/in-chapel-hill-young-women-worry-about-safety-as-rape-remains-unsolved/18653202/>

UNC Chapel Hill sexual abuse

UNC released sexual assault records - what happens next...

<https://www.dailyTarHeel.com/article/2020/08/sexual-assault-whats-next-0810>

Sexual Assault - The Daily Tar Heel

<https://www.dailyTarHeel.com/section/sexual-assault>

Sexual Assault Response - Campus Health - UNC Chapel Hill

<https://campushealth.unc.edu/urgent-needs/sexual-assault-response>

UNC-Chapel Hill Receives 'Very Concerning' Sexual Assault...

<https://www.wunc.org/post/unc-chapel-hill-receives-very-concerning-sexual-assault-data>

UNC-Chapel Hill refuses to release sexual assault records...

<https://www.newsobserver.com/news/local/education/article243914317.html>

UNC Chapel Hill sexual assault prevention

Sexual Assault Prevention - UNC Office of Student Wellness

<https://studentwellness.unc.edu/programs/share/sexual-assault-prevention>

Everfi SAPU-Online Module (required) - UNC Office of Student Wellness

<https://studentwellness.unc.edu/programs/violence-prevention/sexual-assault-prevention/everfi-sapu-online-module-required>

Violence Prevention - UNC Office of Student Wellness - UNC Chapel Hill

<https://studentwellness.unc.edu/programs/share/violence-prevention>

UNC students discuss sexual assault prevention on campus...

www.newsobserver.com › education › article236492228

Prevalence of sexual assault at UNC-Chapel Hill is 'alarming ...

<https://www.newsobserver.com/news/local/education/article236247498.html>

UNC Chapel Hill violence prevention

Violence Prevention - UNC Office of Student Wellness - UNC Chapel Hill

<https://studentwellness.unc.edu/programs/share/violence-prevention>

Violence Prevention - Carolina Women's Center

<https://womenscenter.unc.edu/violence-prevention/>

UNC Injury Prevention Research Center: Home

<https://iprc.unc.edu>

Sexual Assault Prevention - UNC Office of Student Wellness

<https://studentwellness.unc.edu/programs/share/sexual-assault-prevention>

Injury and Violence Prevention Fellows | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/about-us/our-people/injury-and-violence-prevention-fellows/>

UNC Chapel Hill gender-based violence

Gender-Based Violence | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/research/gender-based-violence/>

Gender Violence Services - Carolina Women's Center - UNC...

<https://womenscenter.unc.edu/resources/gender-violence-services/>

Gender-Based Violence Research Symposium - UNC Chapel Hill

<https://www.unc.edu/event/gender-based-violence-research-symposium/>

IPRC Supported Student-Led Research Groups | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/about-us/our-people/students-and-alumni/iprc-supported-student-led-research-groups/>

2019 Gender-Based Violence Symposium - UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/news-events/events/2873/>

UNC Chapel Hill gender violence

Gender Violence Services - Carolina Women's Center - UNC...

<https://womenscenter.unc.edu/resources/gender-violence-services/>

Confidential Drop-In Hours with Gender Violence Services Coordinators

<https://lgbtq.unc.edu/programs/support/gvsc>

Gender-Based Violence | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/research/gender-based-violence/>

Violence Prevention - Carolina Women's Center

<https://womenscenter.unc.edu/violence-prevention/>

Intimate Partner Violence (IPV) Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/intimate-partner-violence-ipv/>

UNC Chapel Hill interpersonal violence

Resources for preventing and responding to sexual or interpersonal violence

<https://eoc.unc.edu/resources-for-preventing-and-responding-to-sexual-or-interpersonal-violence/>

Violence Prevention - UNC Office of Student Wellness - UNC Chapel Hill

<https://studentwellness.unc.edu/programs/share/violence-prevention>

Violence Prevention - Carolina Women's Center

<https://womenscenter.unc.edu/violence-prevention/>

Intimate Partner Violence (IPV) Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/intimate-partner-violence-ipv/>

Title IX and VAWA - UNC Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/our-policies/state-and-federal-laws/title-ix-and-ava/>

UNC Chapel Hill sexual harassment

Policy on Prohibited Discrimination, Harassment, and Related Misconduct

<https://eoc.unc.edu/our-policies/ppdhrm/>

Title IX and VAWA - UNC Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/our-policies/state-and-federal-laws/title-ix-and-ava/>

Policy on Prohibited Sexual Harassment under Title IX - UNC...

<https://eoc.unc.edu/our-policies/policy-on-prohibited-sexual-harassment-under-title-ix/>

Title IX Regulations & Policy - UNC-Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/home/title-ix-regulations/>

Home - UNC-Chapel Hill Equal Opportunity and Compliance...

<https://eoc.unc.edu>

UNC Chapel Hill Title IX

Title IX and VAWA - UNC Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/our-policies/state-and-federal-laws/title-ix-and-vaawa/>

Title IX Regulations & Policy - UNC-Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/home/title-ix-regulations/>

University adopts new Title IX Policy in compliance with new...

<https://eoc.unc.edu/university-adopts-new-title-ix-policy-in-compliance-with-new-federal-regulations/>

IX Things to Know About Title IX / #IXtoKnowUNC - UNC...

<https://eoc.unc.edu/ixtoknowunc/>

Policy on Prohibited Discrimination, Harassment, and Related Misconduct

<https://eoc.unc.edu/our-policies/ppdhrm/>

UNC Website Search Results

Sexual assault

Sexual Assault and Domestic Violence: The Community's Role in Weaving a Safety Net

<https://www.sog.unc.edu/publications/articles/sexual-assault-and-domestic-violence-community's-role-weaving-safety-net>

Sexual Assault Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/sexual-assault-resources/>

Sexual Assault Response | Campus Health

<https://campushealth.unc.edu/urgent-needs/sexual-assault-response>

Sexual Assault Prevention | Office of Student Wellness

<https://studentwellness.unc.edu/programs/share/sexual-assault-prevention>

Sexual Assault Programs and Response Procedures - Police

<https://police.unc.edu/about/security-fire-safety-report/sfsr-2018/sexual-assault-programs-and-response-procedures/>

Sexual harassment

Sexual Assault Programs and Response Procedures - Police

<https://police.unc.edu/about/security-fire-safety-report/sfsr-2018/sexual-assault-programs-and-response-procedures/>

Five Women - This American Life

<https://www.thisamericanlife.org/640/five-women>

Policy Development - UNC-Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/our-policies/policy-development/>

EVERFI SAPU - Online Module (Required) | Office of Student Wellness

<https://studentwellness.unc.edu/programs/violence-prevention/sexual-assault-prevention/everfi-sapu-online-module-required>

Journalist Jane Mayer On the 'Many Mysteries' In The Accusations Against Al Franken

<https://www.npr.org/2019/07/25/745232345/journalist-jane-mayer-on-the-many-mysteries-in-the-accusations-against-al-franke>

Intimate partner violence

Intimate Partner Violence Awareness and Advocacy

<https://www.med.unc.edu/ipvaa/>

Intimate Partner Violence (IPV) Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/intimate-partner-violence-ipv/>

Get Involved! | Intimate Partner Violence Awareness and Advocacy

<https://www.med.unc.edu/ipvaa/get-involved/>

Resources | Intimate Partner Violence Awareness and Advocacy

<https://www.med.unc.edu/ipvaa/resources/>

Handouts | Intimate Partner Violence Awareness and Advocacy

<https://www.med.unc.edu/ipvaa/handouts/>

Domestic violence

Intimate Partner Violence (IPV) Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/intimate-partner-violence-ipv/>

Domestic Violence Law and Procedure | UNC School of Government

<https://www.sog.unc.edu/blogs/nc-criminal-law/domestic-violence-law-and-procedure>

Domestic Violence Cases and the 48 Hour Rule North Carolina...

<https://nccriminallaw.sog.unc.edu/domestic-violence-cases-and-the-48-hour-rule/>

Domestic Violence: DVPOS Require Personal Jurisdiction | UNC School of Government

<https://www.sog.unc.edu/blogs/civil-side/domestic-violence-dvpos-require-personal-jurisdiction>

North Carolina Coalition against Domestic Violence | Intimate Partner Violence Awareness and Advocacy

<https://www.med.unc.edu/ipvaa/handouts/north-carolina-coalition-against-domestic-violence/>

Stalking

Court Vacates Stalking Convictions on First Amendment Grounds...

<https://www.sog.unc.edu/blogs/nc-criminal-law/court-vacates-stalking-convictions-first-amendment-grounds>

Stalking Awareness Month: Stay in Bounds - UNC-Chapel Hill Equal Opportunity and Compliance

<https://eoc.unc.edu/event/stalking-awareness-month/>

Stalking Archives - North Carolina Criminal Law North Carolina...

<https://nccriminallaw.sog.unc.edu/tag/stalking/>

Stalking Statute Not Unconstitutionally Vague | UNC School of Government

<https://www.sog.unc.edu/blogs/nc-criminal-law/stalking-statute-not-unconstitutionally-vague>

Stalking SARS | Endeavors

<http://endeavors.unc.edu/fall2003/baric.html>

Dating violence

Teen Dating Violence Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/teen-dating-violence-resources/>

Add Health Study: Dating Violence in Teen Years Can Have Lasting Impact

<https://addhealth.cpc.unc.edu/news/add-health-study-dating-violence-in-teen-years-can-have-lasting-impact/>

Family-Based Dating Violence Prevention for Latino Teens. | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/news-events/family-based-dating-violence-prevention-for-latino-teens/>

Short-Term Effects of a Violence Prevention Curriculum on Knowledge of Dating Violence among High School Students in Port-au-Prince, Haiti

<https://www.measureevaluation.org/resources/publications/wp-14-148>

Piloting a Family-Based Program for Preventing Adolescent Dating Violence

<https://www2.csc.unc.edu/csrl/datingviolence>

Rape

Rape in the Fields | Watch S2013 E11 | Frontline | PBS | Official...

<https://www.pbs.org/wgbh/frontline/film/rape-in-the-fields/>

Rape Aggression Defense - Self Defense Class - Police

<https://police.unc.edu/services/rad-self-defense-class/>

The Rape Shield Statute: Its Limitations and Recent Application | UNC School of Government

<https://www.sog.unc.edu/blogs/nc-criminal-law/rape-shield-statute-its-limitations-and-recent-application>

The Prison Rape Elimination Act and Its Impact on County Jails...

<https://canons.sog.unc.edu/the-prison-rape-elimination-act-and-its-impact-on-county-jails/>

Rape Aggression Defense (RAD) Registration - Police

<https://police.unc.edu/services/rad-self-defense-class/registration/>

Sexual abuse

Pediatric Sexual Abuse/Assault Guidelines

https://www.med.unc.edu/pediatrics/files/2018/05/Pediatric_Sexual_Abuse_Guidelines.pdf

Physical, Mental, or Sexual Abuse of a Minor for SBM Purposes | UNC School of Government

<https://www.sog.unc.edu/blogs/nc-criminal-law/physical-mental-or-sexual-abuse-minor-sbm-purposes>

Discovery and Testimony about an Expert's Experience with Sexual Abuse Victims | UNC School of Government

<https://www.sog.unc.edu/blogs/nc-criminal-law/discovery-and-testimony-about-expert-s-experience-sexual-abuse-victims>

Child Abuse Resources | UNC Hospital's Beacon Program

<https://www.med.unc.edu/beacon/get-help/child-abuse-resources/>

BIG NEWS: S.L. 2019-245 Creates a New Universal Mandated Reporting Law for Child Victims of Crimes and Changes the Definition of "Caretaker" <https://nccriminallaw.sog.unc.edu/big-news-s-l-2019-245-creates-a-new-universal-mandated-reporting-law-for-child-victims-of-crimes-and-changes-the-definition-of-caretaker/>

Sexual assault prevention

Sexual Assault Prevention | Office of Student Wellness

<https://studentwellness.unc.edu/programs/share/sexual-assault-prevention>

EVERFI SAPU - Online Module (Required) | Office of Student Wellness

<https://studentwellness.unc.edu/programs/violence-prevention/sexual-assault-prevention/everfi-sapu-online-module-required>

Upcoming Seminar on Military Sexual Assault Prevention | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/news-events/upcoming-seminar-on-military-sexual-assault-prevention/>

Violence Prevention | Office of Student Wellness

<https://studentwellness.unc.edu/programs/share/violence-prevention>

Sexual Assault Programs and Response Procedures - Police

<https://police.unc.edu/about/security-fire-safety-report/sfsr-2019/sexual-assault-programs-and-response-procedures/>

Violence prevention

Violence Prevention | Office of Student Wellness

<https://studentwellness.unc.edu/programs/share/violence-prevention>

Injury and Violence Prevention Fellows | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/about-us/our-people/injury-and-violence-prevention-fellows/>

UNC Injury Prevention Research Center: Home

<https://iprc.unc.edu>

Outreach | Training | Education | UNC Injury Prevention Research Center

<https://iprc.unc.edu/outreach-training-education/>

Southeastern and Southwestern Injury Prevention Network | UNC Injury Prevention Research Center (IPRC)

<https://iprc.unc.edu/sesw-ipn/>

Gender-based violence

Gender-Based Violence | UNC Injury Prevention Research Center

<https://iprc.unc.edu/research/gender-based-violence/>

Measuring Taboo Topics: List Randomization for Research on Gender-Based Violence

<https://blogs.unicef.org/evidence-for-action/measuring-taboo-topics-list-randomization-for-research-on-gender-based-violence/>

2019 Gender-Based Violence Symposium

<https://iprc.unc.edu/news-events/events/2873/>

Gender-Based Violence Research Symposium - The University of North Carolina at Chapel Hill

<https://www.unc.edu/event/gender-based-violence-research-symposium/>

Leaving a Legacy of Research on Gender-Based Violence, Anne Johnston Retires

<http://hussman.unc.edu/news/leaving-legacy-research-gender-based-violence-anne-johnston-retires>

Gender violence

Gender Violence Services - Carolina Women's Center

<https://womenscenter.unc.edu/resources/gender-violence-services/>

Gender-Based Violence | UNC Injury Prevention Research Center

<https://iprc.unc.edu/research/gender-based-violence/>

Perspectives on Gender-Based Violence and Women's Economic Empowerment in Sub-Saharan Africa: Challenges and Opportunities

<https://www.measureevaluation.org/resources/publications/sr-14-111>

Confidential Drop-In Hours with Gender Violence Services Coordinators

<https://lgbtq.unc.edu/programs/support/gvsc>

Violence against Women and Girls: A Compendium of Monitoring and Evaluation Indicators

<https://www.measureevaluation.org/resources/tools/gender/violence-against-women-and-girls-compendium-of-indicators>

Interpersonal violence

Resources for Preventing and Responding to Sexual or Interpersonal Violence

<https://eoc.unc.edu/resources-for-preventing-and-responding-to-sexual-or-interpersonal-violence/>

Gillings School Researchers Contribute to Special Issue of Journal of Interpersonal Violence

<https://sph.unc.edu/sph-news/gillings-school-researchers-contribute-to-special-issue-of-journal-of-interpersonal-violence/>

When Home Isn't Safe: COVID-19 and Interpersonal Violence...

<https://campushealth.unc.edu/news-events/features/when-home-isnt-safe-covid-19-and-interpersonal-violence>

Interpersonal Violence Training - UNC Gillings School of Global Public Health

<https://sph.unc.edu/event/interpersonal-violence-training/>

Training Boosts Bystander Confidence in Preventing Interpersonal Violence on College Campuses, Study Finds

<https://sph.unc.edu/sph-news/training-successfully-boosts-bystander-confidence-in-preventing-interpersonal-violence-on-college-campuses-study-finds/>

F. Summary of Relevant Recommendations from UNC Reports and Plans

This is a summary of reports identified by the advisory group as relevant to the group's charge. The [2017 Violence Prevention Task Force Report](#) recommendations are included as Appendix A.

2015 Carolina Women's Center Review

- Theme: turnover and budget cuts
- "Simply too small to undertake high impact programming without the support of other units" – pg. 1
- Insufficient advocacy staffing level – reviewers mentioned need for four additional staff (which is consistent with benchmarking)

2015 High-Risk Alcohol and Substance Abuse Working Group Report

- Pg. 23 "2 - Create, maintain, and widely publicize a website readily accessible to students, parents and family members, faculty, staff, and community members that provides comprehensive information about University expectations and policies regarding alcohol; accurate, current information about the negative health, academic, and social effects of the misuse and abuse of alcohol; and resources available to individuals seeking help for an alcohol or substance abuse problem."
- Pg. 23 "3.5 - Implement a mandatory "University 101" first-year course with a specific focus on transition to the collegiate environment that would include information regarding critical issues for new students (e.g., alcohol; interpersonal violence and sexual assault; sustaining physical, mental, and emotional health; and academic integrity), identification and development of resiliency skills, and resource awareness. This initiative could expand on additional course offerings in LFIT or EDUC 130: Navigating the Research University, but should be scaled to include all first-year students."
- Pg. 23 "3.6 - Expand or enhance current education and training programs that focus on Bystander Intervention with emphasis on higher risk populations (e.g., first-year students, student-athletes, fraternity/sorority and other student organization related groups)."
- Pg. 26 "4.1 - Explore opportunities for linking information regarding high-risk drinking behavior to other health- or safety-related initiatives, such as interpersonal violence, hazing, and sexual assault, drugs and other substances, and promotion of good mental, emotional, and physical health."
- Pg. 26 "4.2 - Identify and expand mentorship opportunities for younger students, including wellness-oriented peer health educators."

2018 Hazing Prevention Coalition Recommendations Report

- Pg. 17 Create and maintain a website that provides comprehensive information about University expectations and policies regarding hazing; accurate and current Information about the effects and harms of hazing; and resources for those seeking to report hazing, learn more about how to prevent hazing, and other related questions and concerns – specifically distinct information for specific groups

- Pg. 18 – 4. Develop and implement a comprehensive campus hazing prevention education initiative curriculum (specifically – bystander intervention)
- Pg. 20 - 5. Redefine the relationship between the University and recognized student organizations with enhanced expectations for health and safety, clear accountability processes, and stronger advising structures and resources (specifically – organizational advisors, raise expectations around health and wellness including mandatory educational programming and review of university policies, review and revise standards whereby organizations may lose recognition, look at what “registered” org means and make clear certain requirements are necessary to get a certain status within the University (establish tiers)
- Pg. 20 “In addition to the recommendations above, the Coalition recommends that the University pull together key individuals that have crafted and are responsible for implementing other health, wellness, and safety policy and practices (alcohol, sexual assault, etc.) to discuss cross-issue implementation”

2019 Mental Health Task Force Report

- Challenges (pg. 11)
 - The University has a highly decentralized and complex structure.
 - The University is currently disconnected from its own grassroots initiatives.
 - The University is operating in a politically-charged environment.
- Aligned Recommendations
 - Pg. 14 “1.1 - Review pre-matriculation and large-scale curriculum messaging and materials”
 - Pg. 14 “1.3 - Create a central health and wellbeing resource online”
 - Pg. 15 “1.4 – Implement a comprehensive social norms campaign”
 - Pg. 15 “2.1 – Partner with campus research groups that are conducting student surveys”
 - Pg. 17 “4.3 – Develop a program to teach graduate student TAs and RAs and faculty how they can provide support to distressed students and assist them in obtaining care while ensuring that students understand that there may be limits to confidentiality and the requirement to coordinate with the Title IX office if there are reports of sexual harassment or assault.”
 - Pg. 17 – Recommendation 5 – Utilize intersectional approaches to wellbeing in order to reach the broadest number of students
 - Pg. 17 “5.3 – Establish specific resources and safe spaces for students with diverse identities and needs”
 - Pg. 17 “6.1 – Ensure continued implementation of recommendations from the High-Risk Alcohol and Substance Use Working Group and Hazing and Violence Prevention Task Force and other related working groups”
 - Pg. 18 “6.2 – Collaborate with the Office of Fraternity and Sorority Life, Athletics, The Graduate School, and Student Government to address intersection of mental health and hazing, substance abuse, and campus safety.

- Pg. 18 “6.4 – Ensure available support for campus mental health efforts in the area of trauma and secondary trauma” – 2 GVSCs is not enough
- Pg. 27 – 14 – Accommodations – concur with need for clear accommodations processes – points to need for hub and education

2020 Campus Safety Commission

Part A – Anti-Racism (pg. 6)

- 3. The University should explore how it can improve the psychological services for community members experiencing traumatic-based stress related to anti-racist activism which threatens their sense of belonging.

Part B – Communications (pg. 7)

- 1. The Chancellor’s office, with assistance from the Campus Safety Commission, should develop a University-wide Rebuilding Trust Initiative that would allow for in-person meetings twice a semester to provide a safe space for community members to discuss their concerns directly with the Chancellor and other top university officials.
- 2. Modify the current university communication plan to ensure messages related to safety and well-being are delivered with expediency, accuracy, and consistency.
- 4. Continue the pursuit of the use of technology as a tool to increase safety.
- 5. Plan and schedule an annual summit to bring together University leaders for a public discussion about issues of community trust, at the beginning of each spring semester. Issues and questions from the summit may then become action items for the CSC to pursue.
- 6. Regularly review and implement safety learning opportunities made available to the UNC community.

Part D – Safety of Marginalized Communities (pg. 10)

- 1. Provide additional funds and sponsorship for speakers and events that provide a platform for those doing work in areas salient to improving the culture of Carolina for marginalized communities, with early priority granted to critical race theory, institutional belonging, race-based traumatic stress, racial battle fatigue, and cultural wealth. Expand the current description of the speaker series in Strategic Initiative 1 of Carolina Next: Innovations for Public Good to reflect the subjects outlined above, and invite a member from the Campus Safety Commission to contribute to the advisory capabilities of the speaker series outlined in Strategic Initiative 1, however it is constituted.
- 2. Significantly increase the numbers of individuals with marginalized identities to attain and then sustain a critical mass of staff, faculty (particularly tenured faculty), and administrative leadership here at Carolina. Set a clear goal of establishing Carolina as a national leader with respect to the diversity of its staff, faculty, and administrative leadership.
- Pg. 11 - 4. Create additional spaces on campus that honor the cultural wealth inherent to communities of color –specifically Black-identified students –that facilitate them to exist within University bounds while feeling affirmed in their ethnic-cultural identities.
- 5. Increase awareness and availability of mental health and wellness services for historically marginalized communities within UNC by:

- Increasing the number of professional service providers of color and cumulative length of sessions that can be accessed at CAPS or through embedded treatment providers and/or wellness coaches, in line with the recommendations of the Mental Health Task Force that called for an evaluation of the service to enact changes that would result in increased access and more transformative experience; and
- Having the UNC-CH Chancellor or his designates organize regular opportunities or meetings, both in-person and online, regarding the needs, concerns, and challenges the COVID-19 pandemic presents for marginalized communities – particularly individuals of color.
- 6. Expand the materials and opportunities for the Mental Health First Aid Training, or similar programs, to enhance the continuum of mental health care at UNC and engage marginalized communities who may not pursue, or rise to the need of, CAPS utilization. Expansion of these programs should include but not be limited to:
 - A focus on wellness and resilience within these communities, alongside or in addition to responding to mental health crises, pursuant to recommendations made by the Mental Health Task Force;
 - The integration of specific data, research, and training related to the unique challenges faced by communities of color at predominately and historically White colleges and universities; and
 - An increase in awareness and visibility, as well as access to, these programs such that well-trained students, staff, and faculty are accessible to community members in need.

Part E – Sexual Violence (pg. 12-13)

- Accountability and Oversight (pg. 12)
 - 1. Immediately establish a Violence Prevention Advisory Group, as articulated in the Prevention Task Force (PTF) Report recommendations, to (1) assess the currency of the PTF recommendations, (2) implement existing applicable PTF recommendations, (3) recommend new strategies in light of the recent AAU data, and (4) hold the University accountable to current and future recommendations.
- Education and Training
 - 2. Consistent with the recommendations of the Prevention Task Force and other applicable offices on campus, hire a minimum of four FTE professional staff specifically for programs and trainings around sexual assault prevention and awareness.
 - 3. Require the following information to be presented in person to incoming students at orientation: (1) definition of sexual harassment and violence, (2) ways and places to report, (3) resources and locations of resources, and (4) overview of bystander intervention.
 - 4. Require annual in-person training for all members of Greek Life, student athletes, and elected student organization leaders on (1) definition of sexual assault/harassment, (2) ways to report/university response, and (3) bystander intervention

- 5. Require an initial in-person training for anyone with instructional duties regarding: (1) responsible reporting requirements, (2) sexual harassment prevention with vulnerable populations (i.e., graduate and professional students, junior faculty members, etc.), and (3) continuum of problematic behaviors. Anyone with instructional duties would, on an annual basis, thereafter, receive required online training on items 1-3 listed above.
- Leadership and Strategic Plan (pg. 13)
 - 6. In recognition of the Chancellor’s plan to create an interpersonal and sexual violence center under the leadership of a new senior University official by the start of the fall 2020 semester, the Commission recommends the hiring of an individual with a background in violence prevention to be at the helm of holding the University accountable to a 5 to 10-year strategic plan to reduce sexual violence. This leader will serve as a central force among various campus and community stakeholders and the departments that interact with sexual violence prevention strategies, thus forming a collaborative. This position must have a high-level leadership title and be given financial resources to effectively implement strategies. This collaborative should bridge research with practical application on our campus. Additionally, this leader should work with the collaborative to apply for funding and grants that can further support efforts to promote campus safety.

2020 Carolina Next: Innovations for the Public Good

- Pg. 4 – Vision – “To be the leading global, public research university in American with outstanding educational programs at the best and most affordable price, to conduct game-changing research and innovate for the public good, and to bring health and prosperity to the citizens of the state, nation, and beyond.”
- Pg. 4 “Of the public, for the public” – “eliminate barriers to a great education, bring expertise to bear for the benefit of North Carolina and beyond, and work for democracy: develop citizen-leaders and encourage informed public discussion”
- Pg. 4 – “Innovation made fundamental”
 - Value and prioritize foundational research and creative practice
 - Meet the imperative for learning that is personalized, experiential, collaborative, and data-literate
 - Translate research into professional, commercial, and societal uses
 - Adapt to evolving workforce and student needs
 - Aspire to preeminence
 - Help us serve as the economic powerhouse for the state
 - Prepare our graduates for the new economy and contemporary life
 - Adopt a global mindset
 - Address big societal questions
- Pg. 4 – “Treasured Values”
 - Human, inclusive, and humane: we build a capable community, care how we treat one another, provide for each other’s well-being, and facilitate personal success

- We embrace the evolving diversity of the people of North Carolina and the broader community we serve
- We lead as a proudly public institution in collaboration with the people and our partner organizations in North Carolina, nationally, and internationally
- We focus on population health and prosperity
- We embrace change and possibility; we prize beauty and art; we are aspirational, energetic, creative, and willing to take risks
- We are committed to operating effectively, sustainably, ethically, transparently, nimbly, with technological sophistication, at the pace of change
- Pg. 10 – Strategic Initiative 1
 - 1.1 Together create conditions on campus that enable each other to thrive and feel like we all belong (strategic opportunity: make strategic investments in culture and identity centers at the University)
 - 1.2 Enhance the educational benefits of diversity and inclusion through effective retention, recruitment, and enrollment
 - Pg. 11 - 1.3 Prioritize diversity, equity, and inclusion in teaching research, and service as well as in hiring, evaluation, and promotion
- Pg. 13 – Strategic Objective 2 - Strengthen Student Success
 - 2.1 Provide a student-centered experience, strengthen success for all students and foster equity in success across student populations (especially develop innovative, shared, and comprehensive processes and systems that include student success and degree audit tools, implement recommendations from Mental Health Task Force)
- Pg. 18 Strategic Objective 4 – Discover
 - 4.3 Lead in solving the world’s most challenging problems (especially enable faculty-driven interdisciplinary projects such as creativity hubs and other campus and unit-based initiatives)
- Pg. 30 Strategic Objective 8 – Optimize Operations
 - 8.1 Transform the administrative operations that support the University’s mission of teaching, research, and public service (especially strategic opportunities – continue to support Campus Safety Commission, enhance “compliance-readiness” by aligning routine operations with suitable routine process and procedures, leverage automation of student support services, freeing staff for critical face-to-face interactions)

G. Summary of Feedback Survey Results

Process and Respondents

The survey was disseminated between November 2 and November 21, 2020 through advisory group networks and invitations to other individuals identified through pre-coalition efforts. The survey was completed by 33 individuals: nine undergraduate students, eight graduate students, six faculty members, six university staff members, and four community organization staff.

Feedback on Prevention Philosophy

Participants shared their approval of the prevention philosophy was comprehensive and provided a valuable direction. Several participants commented that greater specificity is needed to delineate goals and define change. There was a concern from some participants that this philosophy may guide this group but are wondering how it will guide the new SPSO position and actual implementation efforts. One participant expressed concerns about backlash to this statement and how it will be explained to a university-wide audience if there is not greater commitment to intersectional and social justice approaches at the level of senior university administration.

STOP SV Approach

Participants appreciated the STOP SV approach for implementation planning. Some provided specific feedback such as:

- Moving away from victim/survivor dichotomy toward person-centered language (e.g., support individuals who have experienced...).
- Examining some of the descriptors such as “mobilizing men,” when various communities should be mobilized.
- The importance of centering and establishing trust with groups that are most at risk of experiencing violence and creating spaces where people who would power and privilege may grow through experiencing discomfort
- Importance of accountability and creating space for those who cause harm to process their own experiences of trauma and behavior
- Protective environments include proactive and coordinated sharing of support resources

Six Foundational Action Steps

Participants were invited to review a short list of six proposed foundational action steps and to share their feedback. Many participants shared that they were in support of these steps but that funding and staff are needed, including leadership at a level high enough to connect directly with the Chancellor. Participants shared questions about specific plans for

accomplishing each of the action steps and how it is important to clearly share the purpose of each step in the plan. Participants also shared the importance of involving key stakeholders (e.g. LGBTQ Center, graduate school administrators) in relevant efforts without requiring them to lead those efforts. A participant shared the importance of acknowledging UNC's history around race and racism.

What the University Should Do Next

Participants were then asked what the university should do next. Here are themes of those responses:

- Invest resources to make the plan a reality.
- There is concern that there are groups (e.g., Greek organizations, athletic teams) that are not actively engaged and are not held accountable if they cause harm.
- There should be regular meetings between leadership/program implementers and students both to inform *what* is included in prevention but also *how* it is shared. Groups who face the greatest impact should be working collaboratively with staff.
- Dedicate attention, including research and education, to addressing structural issues that lead to violence.
- Ensure coordinated, clear, consistent communication, including advertisement of support resources.
- Consider restorative and transformative justice approaches.
- Fund UNC-specific research projects to better understand gender-based violence at UNC (e.g., barriers to reporting, informing prevention).

Tracking Success/Ensuring Accountability and Transparency

Participants were next asked about their ideas on tracking success and ensuring accountability and transparency. Overall, participants asked for monitoring by an internal group and regular assessment by an external group. Suggestions for sharing information included:

- Establish a highly-publicized website to serve as a hub
- Recruiting and paying (through money or course/internship credit) students to serve as ambassadors to key groups
- Convene forums at regular intervals for leadership to share progress and hear from students

Additional Feedback

Most additional feedback focused on thanking the advisory group for our work. A few comments focused on concern that there are groups (e.g., BIPOC, LGBTQ+) that are often not discussed because they are considered “controversial” and not the main audience for university programming, including because of concern for backlash at the system level.

H. Summary of Graduate Student Feedback Session Results

This meeting took place on Friday, October 30, 2020 at 2pm. Notes were taken by Mackensie Disbennett. The meeting was facilitated by advisory group members Caitlin O'Loughlin-Rosa, Neel Swamy, and LB Klein.

Introductions

Background on UNC Gender-Based Violence Prevention Advisory Group

Philosophy

Feedback & Thoughts Relevant to Philosophy

- no feedback provided

Framework for Goal Setting – Stop SV

Feedback on Framework for Goal Setting

- need to include the idea of “institutional culture” when we think about creating protective environments (based on literature review from paper on disparities in academic medicine)
 - what are the social norms of the larger institution? what behaviors are deemed appropriate vs. inappropriate?
 - individuals who may experience violence may feel that reporting will not lead to action
 - highlights importance of National Academy of Science Recommendation Report; this document has not been as relevant to discussions at UNC as it has at other institutions
 - reports at UNC reveal need to create an “institutional culture” in which everyone is aware of inappropriate behaviors; many students at UNC did not report knowledge of certain behaviors as inappropriate
- need for affirming space for students of color and centering marginalized students’ experiences
- need for programming that addresses and centers the needs of all students & considers all student’s level of knowledge on the topic (initial starting point)

Foundational Steps

Feedback on Foundational Steps

- concern with lack of graduate & professional student training around gender-based violence (only EverFi module)
- feedback on 4th step
 - high support
 - will create space to name behaviors and do more in-depth prevention
 - in orientation students are often bombarded with information and incorporating a training at this time may be ineffective (orientation may be good to provide information on basic resources) vs. offering a course for an extended period of time adds to the level of significance and promotes students’ engagement with the content

- freshman seminar class would fit nicely with the transitional period; students may be more likely to be receptive to the information offered
 - talk of addressing this in GSA leadership position & plan to advocate for course in meetings with institutional leaders
 - importance of organizing & creating readiness for change now; multiple champions need to be a part of the strategy
 - important to consider the current lack of training among professionals who teach the content
 - question: “will the course be a part of the EDUC THRIVE classes for transfer students?”
- staffing concerns: need for 8-14 prevention advocacy staff & currently only have 3 staff members
- feedback on 6th step
 - questions: “what does this toolkit look like?”; “how do you define the problem and facilitate conversations with consideration for different age groups/life stages/professional background of different graduate and professional students?”
 - importance of individual awareness as well as faculty & staff awareness
 - need to create a universal language
 - typically rely on training to operationalize but minimal training is provided to graduate and professional students
 - importance of distribution methods
 - EverFi module was not clearly communicated to graduate students (only received one email about needing to complete the training); confusion among students about the need to complete the EverFi module
 - trickle-down effect: if faculty & staff are trained and provided relevant resources than they can communicate necessary information to their students
 - need for more methods of communication in addition to email
- feedback on EverFi training
 - representation of certain groups were missing from the training (lack of diversity)
 - questions: “what is the solution?”; “how do you center and provide examples for both marginalized and privileged groups without having a hundred examples in the training?”; “how do you provide examples for groups without running into the conflict of associating those groups with the topic?”
 - knowledge that in-person trainings have focused predominantly on cis-gender and white students’ experiences in the past
 - high expense of EverFi
 - question: “do we need to invest in a module that costs that much?”; “should we invest in a more basic module & devote funds to additional efforts?”

Questions

- *What do you wish UNC would do next to prevent gender-based violence?*
 - address confusion around modules that need to be completed

- the list of orientation modules was mixed in with other things on the website
- many received only one email about needing to complete the training
- need for various examples in trainings
 - need to be able to identify personal experiences in trainings & need for additional examples
 - examples on EverFi are hypothetical; using real individual's experiences as examples and personal stories may be more powerful
 - à may show complexities in first-hand experiences & promote empathy
 - in some ways the EverFi training was helpful and relatable
- address the lack of available literature that centers experiences of marginalized groups
 - intersectional approach is needed
 - would like to see UNC invest in research that centers those experiences (both quantitative and qualitative)
 - question: "how can we invest in providing research that looks into underrepresented groups and minorities around this topic?"
- need for better synergy and connection between advocacy and prevention work
- *What resources, education, or other efforts would be valuable for graduate/professional students?*
 - lack of accountability
 - we often talk about not being discriminatory and working to prevent injustice and are taught to have these conversations but there is often a lack of accountability
 - produce built-in measures of accountability (e.g. how are we doing? how are you experiencing things?) in order to address issues in the immediate
 - lack of data-driven decisions
 - common theme in SSW: data, analysis, lack of follow-through
 - à no discussion around data collected from AAU; this data is a valuable starting point for conversation
 - à question: "was there any discussion around data collected from AAU in other departments or programs?"
 - having individuals doing research in a program or department does not equate to adequately addressing the issue
 - recognize the importance of who we are asking and who is reporting on measures
 - a school administrator may overestimate how much they are attributing to the accountability (bias) vs. students may provide a more accurate, detailed picture of how this is actually playing out in their program
 - impact over intent; administrators can assess intent but students may be better assessors of impact

- it is valuable for administrators to know the discussions happening among students
- à need appropriate messengers to deliver these messages (in a non-malicious manner) and create opportunities for feedback
- staffing concerns
 - need well-trained professionals
 - people want to address it but do not have training around it
 - the capacity of individuals at UNC is fairly low for an institution that has undergone intense scrutiny around this topic
- *What other ideas do you have?*
 - question: “how do you ensure continuity in messaging for graduate and professional students?”
 - challenging because it is largely driven by students; high staff turnover rates
 - this time is exciting to envision and innovate but not a lot of foundation to build on in prevention

I. Senior Prevention Strategy Officer Job Description

The University of North Carolina at Chapel Hill
Office of Human Resources

EHRA NON-FACULTY POSITION DESCRIPTION FORM	
Position #:	
Position Title:	Senior Prevention Strategy Officer
EHRA Non-Faculty Classification	Senior Academic and Administrative Officer
EHRA Non-Faculty Subcategory	Choose an item.
Position Summary	
<p>The Senior Prevention Strategy Officer serves as UNC-Chapel Hill’s principal leader, collaborator, convener, and strategist related to the health, wellness, and safety topic of interpersonal violence (including sexual assault and harassment, dating/domestic violence, and stalking) prevention. The position requires a highly collaborative and visionary individual to provide direction for a pan-University prevention strategy that incorporates students, faculty, and staff. As the inaugural director of UNC-Chapel Hill’s Interpersonal Violence Prevention Collaborative, this senior-level position requires an experienced and proven leader, thinker, and manager with demonstrated ability and effectiveness in developing, implementing, and assessing effective, evidence-informed, and campus-specific strategies for violence prevention. This position will also provide oversight for related prevention initiatives in the areas of alcohol and other drugs, campus well-being, and hazing prevention. To facilitate ongoing collaboration and integration across these functional areas, this position will oversee the Student Wellness department in Student Affairs. The Senior Prevention Strategy Officer reports to the Vice Chancellor for Student Affairs and is a member of the Student Affairs Leadership Team. Reflecting the role of broad campus leadership on prevention strategy and engagement with academic partners, this position will also be engaged with the Office of the Provost and the Vice Chancellor for Human Resources and Equal Opportunity and Compliance.</p> <ul style="list-style-type: none"> • Serve as UNC’s principal leader, collaborator, convener, and strategist related to interpersonal violence prevention; • Serve as the inaugural Director of UNC’s Interpersonal Violence Prevention Collaborative, providing vision for a pan-University effort to build a program of national prominence in interpersonal violence prevention; • Engage in ongoing assessment of the developmental, social, and environmental factors, as well as root causes, that contribute to interpersonal violence in colleges and universities, and at UNC-Chapel Hill specifically; • Implement public health-oriented, evidence-informed interventions across the social ecology to promote a campus and community environment free from violence and harassment in collaboration with students, faculty, and staff; • Create, implement, evaluate, and report outcomes related to University prevention initiatives; • Facilitate interdisciplinary scholarship and research in the area of interpersonal and sexual violence and actively promote opportunities for that scholarship and research to inform campus prevention strategies; • Advise senior University leadership on policies, practices, and resources needed to sustain effective prevention initiatives; • In collaboration with other campus partners, contribute to a coordinated system of support for students impacted by interpersonal violence, both in immediate and short-term care and long-term support; • Provide supervision and senior leadership for related prevention and health promotion efforts, including supporting and coordinating the ongoing work of the Campus Alcohol Task Force, the Mental Health Implementation Group, and the UNC Hazing Coalition; and • Assist UNC Student Affairs and other campus partners in identifying and securing additional funding sources for prevention initiatives through grant writing and private development. 	

	#	%	Description
	1	40%	<p>Strategic Leadership UNC-Chapel Hill aspires to be a national leader in interpersonal violence prevention. In order to effect sustained change in the campus environment and reduce incidents of interpersonal violence, a well-coordinated, strategic effort that mobilizes resources and expertise from across campus and beyond is essential. The Senior Prevention Strategy Officer will collaborate with internal and external stakeholders to amplify and expand existing prevention efforts, implement new effective prevention programs, and cultivate innovative approaches to foster a healthy campus community. In addition, this position will engage with students and campus partners – including Human Resources and Equal Opportunity & Compliance, Student Affairs, and Academic Affairs – to contribute to a coordinated network of support for individuals impacted by all forms of violence. As Director of the Interpersonal Violence Prevention Collaborative, this position is charged with fostering an integrated violence prevention model that leverages prevention efforts currently delivered by different units across campus and establishing a structure that is innovative, collaborative, and responsive to the needs of students, faculty, and staff.</p>
	2	20%	<p>Management/Supervision The Senior Prevention Strategy Officer directly supervises the Director of Student Wellness and two violence prevention coordinator positions. The Senior Prevention Strategy Officer, in coordination with campus stakeholders, will be responsible for identifying what additional positions are needed to support a comprehensive prevention strategy and recruiting and supervising those positions. The University and Student Affairs have committed additional financial resources to expanding prevention initiatives. Supported by Student Affairs Development, this position will also be engaged in identifying supplemental resources for prevention and overall campus wellness initiatives through grants and private development.</p> <p>In addition to the direct supervision above, this position has primary responsibility for convening and supporting the efforts of the Gender Violence Prevention Advisory Group, Campus Alcohol Task Force, Mental Health Implementation Group, UNC Hazing Coalition, and other related groups. Each of these groups focuses on a significant health and wellbeing area that either contributes to or is a direct result of incidents of violence. This position will foster enhanced coordination of the University’s comprehensive prevention efforts.</p>
	3	15%	<p>Education and Awareness The Senior Prevention Strategy Officer will develop or enhance, implement, and continuously assess trauma-informed interpersonal violence prevention education programs, trainings, and workshops for students, faculty, and staff, including building on existing skills-based programming (e.g., bystander intervention) and addressing any existing programmatic disparities. In association with campus communicators, this position will develop a strategic communications plan surrounding violence prevention and leverage all appropriate platforms (e.g., websites, social media, print media) to enhance campus awareness of interpersonal violence prevention initiatives. This position will regularly convene community conversations with students, faculty, and staff that cultivate a healthier and safer campus that is free from interpersonal violence. The position will also consult with and train members of the campus community on best practices for identifying</p>

			and addressing factors that contribute to a culture of violence (e.g., language, gender roles, and identity-based harassment and/or discrimination).
	4	15%	<p>Research and Policy</p> <p>The Senior Prevention Strategy Officer will serve as the primary liaison between campus service units and the schools and faculty engaged in related areas of research. This position will establish sustained collaborations with campus partners and will apply and translate relevant research in the areas of violence prevention and student support. This position will also develop and advocate for policies and practices that promote a campus culture of holistic health and well-being, with attention to the unique needs and experiences of underserved or underrepresented communities. The Senior Prevention Strategy Officer will also engage in grant writing and development work to support the prevention efforts of the University.</p>
Educational Requirements			
Master's degree in Public Health, Social Work, Higher Education Administration, Counseling Education, Women's and/or Gender Studies, or a related field from an accredited college or institution. A PhD or other terminal degree preferred.			
Qualifications & Experience Requirements			
<p>A minimum of seven (7) years of experience in public health, health/wellness promotion, prevention, health advocacy, or a related field, including administrative and supervisory experience. Demonstrated experience and expertise in interpersonal violence prevention, support, and/or research required. Previous experience in higher education and/or complex public organizations strongly preferred.</p> <ul style="list-style-type: none"> • Demonstrated evidence of sound judgment, leadership, and high-level problem-solving and strategic planning skills; • Demonstrated record of building and sustaining positive relationships with a wide array of internal and external colleagues and the ability to forge effective coalitions committed to effecting change, particularly in areas that are highly regulated by external authorities; • Understanding of and commitment to ongoing development of cultural competencies and support for University and Student Affairs values regarding equity, inclusion, and accessibility; • Exemplary record of interpersonal and communication skills; • Demonstrated experience working in confidential and sensitive situations, including supporting survivors of violence; • Knowledge of state and federal laws and regulations relating to interpersonal and sexual violence and support for impacted individuals (e.g., Title IX, VAWA, FERPA, etc.); • Commitment to contributing to a positive work environment; and • Ability to work independently, effectively manage multiple projects, prioritize appropriately, and meet deadlines. <p>Attributes of the Successful Candidate</p> <ul style="list-style-type: none"> • A collegial, team-oriented professional who actively seeks to build community and who is able to influence others in the absence of positional authority; 			

	<ul style="list-style-type: none"> • Demonstrates a track record of working across units and sectors to promote holistic, root-cause approaches to address challenging problems related to safety, health, and wellbeing; • Has a proven history of effective management that includes the professional development of staff and volunteers, including the ability to provide clear expectations and timely feedback and the willingness to address practices, behaviors, or attitudes that are incongruous with institutional or divisional objectives; • Is professionally guided by trauma-informed public health approaches, evidence-informed practice, and social-ecological frameworks in violence prevention and related fields; • Is appropriately focused on the holistic wellbeing of the campus community, including recognizing the disproportionate impact that interpersonal violence has on underrepresented populations; and • Is committed to ensuring broad community representation in planning and implementation of interpersonal violence prevention initiatives, including deep understanding of the role of intersectionality in an effective prevention program.
	<p>Proposed JCAT and CUPA Code:</p>
	<p>Job Family/Band:</p>

J. Meeting Notes (June-December 2020)

Click on the date to view PDFs of meeting notes via safe.unc.edu:

December 3, 2020 – [All-Group Meeting](#)

November 4, 2020 – [All-Group Meeting](#)

October 19, 2020 – [All-Group Meeting](#)

September 28, 2020 – [Evaluation, Metrics, and Dashboard Meeting](#)

September 21, 2020 – [Implementation Plan Meeting](#)

September 10, 2020 – [All-Group Meeting](#)

September 9, 2020 – [Communications and Engagement Meeting](#)

August 27, 2020 – [Immediate Action Meeting](#)

August 17, 2020 – [All-Group Meeting](#)

July 21, 2020 – [All-Group Meeting](#)

June 29, 2020 – [All-Group Meeting](#)