

TO: UI Community

FROM: David J. Skorton

DATE: May 10, 2006

RE: Follow up on Presidential Actions on *Campus Climate Committee Report and Sexual Harassment and Unwelcomed Behavior at the University of Iowa Report*

I write to you today regarding the campus climate at the University of Iowa. Our new Strategic Plan, *The Iowa Promise*, makes clear the UI's aspiration *to attract the most talented faculty, staff, and students and to provide an environment where they can discover and fulfill their potential*. Achieving this aspiration requires creating and maintaining a campus climate in which all members of the campus community are treated with dignity and respect, their contributions are valued, and all are free to express their opinions and participate in campus life. Such an environment is free of discrimination, harassment and violence. I take seriously my leadership responsibility, along with other senior administrators, to promote a safe, welcoming, inclusive and just university community.

There are several indicators that continued effort is needed to improve the campus climate at the University of Iowa. These indicators are apparent in the 2005 annual reports of the Office of the Ombudsperson and the Office of Equal Opportunity and Diversity, the recent *Sexual Harassment and Unwelcomed Behavior Report* and some behavior in response to the "Pink Locker Room" issue. In this document, I address concerns about our campus climate, provide a follow up on actions taken in response to the *Campus Climate Committee Report* and respond to the recent *Sexual Harassment and Unwelcomed Behavior Report*.

The most recent Annual Report of Complaints Filed: FY2005 of the Office of Equal Opportunity and Diversity documents that various forms of discrimination continue on our campus. Additionally, the 2005 report of the Office of the Ombudsperson shows that a degree of incivility continues among various campus groups, ranging from insensitive and discourteous to abusive and violent behavior. Increased vigilance is needed to address and prevent such behaviors through education, training, and consistent enforcement of university policies.

Some responses to the “Pink Locker Room” issue are troubling examples of discriminatory, abusive and disrespectful behavior on our campus. The hostility and threats of violence expressed during the debate are antithetical to our core values of integrity, respect and responsibility. Responses that trivialized and demeaned those who see homophobia and sexism inscribed in the pink locker rooms at Kinnick Stadium oppose our core values of diversity and community. Creating a welcoming, inclusive and just community requires that we take seriously concerns raised by all members of the community and seek to understand their perspectives. We must engage in open and honest discourse in ways that value and do not diminish each other. We also must vigorously support and protect the academic freedom and right of free speech of all members of our community.

I now share with you specific follow-up on actions taken in response to the recommendations of the *Campus Climate Committee Report* and the actions to be taken in response to the recommendations of the *Sexual Harassment and Unwelcomed Behavior Report*. The *Campus Climate Committee Report* was completed in 2003 and recommended the replication of the 1993 Campus Survey on Sexual Harassment, which was completed in January 2006. Each report was posted on the President’s Office website

(<http://www.uiowa.edu/~ournews/2003/october/102403climate-report.html>); and http://www.uiowa.edu/president/task-forces/sexual_harass_survey/index.html). I asked each Vice President and others to review the *Campus Climate Committee Report* and act on recommendations in their respective areas of responsibility, as well as propose actions in response to the *Sexual Harassment and Unwelcomed Behavior Report*.


I previously expressed my appreciation for the work of these committees and do so again here. I am grateful for the important contributions they have made to advancing our understanding of the prevalence of sexual harassment and violence on our campus and how to address these issues. In particular, the *Sexual Harassment and Unwelcomed Behavior Report* clearly and irrefutably indicates the distance we still have to travel to address sexual harassment and unwelcomed behavior on our campus.

Conclusions of both reports indicate a need for building comprehensive solutions to address sexual harassment and violence. Their recommendations suggest that comprehensive solutions call for administrative leadership and training, involve campus and external constituents, and require raising awareness and improving existing policies and procedures. I view addressing discrimination, sexual harassment, and violence as fundamental to promoting diversity, inclusion, and equity at the University of Iowa.

Since release of the *Campus Climate Committee Report*, many of its recommendations have been implemented. These actions are described below, along with further actions to be taken. After careful consideration of *Sexual Harassment and Unwelcomed Behavior Report*, I accept all ten of the report's recommendations and have directed that all be implemented. In the section that follows, recommendations from each report are listed, along with actions that

are already being taken and decisions on further actions. When recommendations from the two reports are closely related, these are listed together.

I am grateful for the efforts of Professor Salome Raheim, Senior Associate to the President, who played a central role in the formulation of this response and who will assist in monitoring the implementation of actions detailed here.

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<p>1. The President and other senior administrators should set the standards and expectations for communicating and upholding the University's policies on sexual harassment and violence.</p>	<p>The University must take complaints of sexual harassment seriously and the UI community must know that to be true. (Recommendation 2)</p>	<p>The President and other senior administrators will model the importance of upholding the University's policies on sexual harassment and violence through (1) Completing online training that will be made available to faculty and staff (2) Assuring that all of their direct reports complete the training, and (3) Disseminating information about these efforts within the University community.</p> <p>On an annual basis, violations of the policies and actions taken will be reported in aggregate terms.</p>
<p>I.A. The President should send a letter to the parents of incoming freshmen students, prior to the beginning of the fall semester, advising the parents of the University's policies relating to alcohol abuse, drug abuse, sexual harassment, and violence, and the consequences for behavior in violation of those policies. The letter should also advise parents on the steps they can take to prepare their sons and daughters to act responsibly.</p>		<p>A new initiative is being undertaken by the Vice President for Student Services and the Provost to institute a mandatory on-line course for all incoming first-year students addressing alcohol and drug abuse, sexual harassment, and violence on campus. The on-line course, <i>AlcoholEdu</i> will be conducted at the beginning of the semester and incoming students will be required to complete the course in order to enroll in classes. Parents and incoming students will be made aware of the requirement for registration through a letter from the Provost and VP for Student Services prior to student orientation.</p> <p>The letter to parents will invite them to partner with the university to help their first-year students be successful. In addition to informing parents of the requirement that students complete the on-line course, the letter will inform parents that 1) we have high expectations for our students; 2) every year, highly motivated and talented first-year students get into trouble because they have not thought through the consequences of illegal or unwise alcohol and drug use; 3) often these situations lead to worse things like sexual harassment and violence; 4) we have strong policies about all of these behaviors, and we enforce them; and 5) we realize that many students come unprepared to deal with these issues. The President will send a similar letter. The purpose of both letters is to encourage parents to discuss these issues seriously with their incoming first-year students.</p>

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		<p>The letter to students will inform them that 1) we have high expectations for our students; 2) they are required to complete the on-line course, 3) every year, highly motivated and talented first-year students get into trouble because they have not thought through the consequences of illegal or unwise alcohol and drug use; 3) often these situations lead to worse things like sexual harassment and violence; 4) we have strong policies about all of these behaviors and we enforce them; 5) we realize that many students come unprepared to deal with these issues; and 6) resources for support and assistance are available if students encounter difficulties. The President will also send a similar letter to students.</p> <p>Currently, these topics are specifically addressed during new student orientation and residence hall floor meetings early in the semester. Every RA was required to have a program during the fall 2005 semester on RVAP and campus resources. At the beginning of each fall semester, all students are notified by email of the <i>Policies and Regulations Affecting Students</i>, which includes University policies on sexual harassment and violence.</p>
<p>I.B. The University should notify all faculty, students, and staff annually about the policies on sexual harassment and violence, as it does for workplace drugs and alcohol by federal mandate. The President of the University could send a letter and/or email each fall to all faculty, staff, and students reminding all community members of the importance of following these University policies, and providing</p>	<p>The University needs to publicize its anti-harassment policy (see http://www.uiowa.edu/~our/opmanual/ii/14.htm).</p> <p>(Recommendation 10)</p>	<p>The Provost's Office, Human Resources and the Office of Equal Opportunity and Diversity revised the annual policy notification two years ago. Faculty, students and staff receive the revised notice annually. University administrators will continue to send the annual policy notification each fall to current faculty, staff and students advising them of the University's policies on sexual harassment, anti-harassment, consensual relationships involving students, violence and anti-retaliation.</p>

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information about resources available to bring complaints or obtain more information.		<p>In developing the annual policy publication, VPs will also call attention to this publication in collegiate, departmental, and unit meetings.</p> <p>The President’s office and VP’s will collaborate with UISG and other student organizations to develop strategies for effectively disseminating this information to students.</p>
<p>I.C. All Academic and Administrative Officers, as defined by university policy, should receive training when they assume their position at the University and at regular intervals thereafter. The President should issue directive invitations to all new AAOs to attend training each year. The training should cover both general education about what behavior constitutes sexual harassment and violence, as well as the specific procedures to be followed under the University’s Policy on Sexual Harassment. AAOs should receive posters, magnets, buttons, etc. with information about sexual harassment and violence to display in their units. Academic and Administrative Officers should have a magnet to post in their office that lists the Office of Equal Opportunity and Diversity’s website URL. It is vital that these mandatory reporters have immediate access to information that will help them assess the victim’s safety issues and proceed in a timely manner with university process.</p>	<p>All people at the University of Iowa who are charged with administering the sexual harassment policy must understand the policies and the nature of the sexual harassment.</p> <p>(Recommendation 3)</p>	<p>The Office of Equal Opportunity and Diversity, the Office of the Provost and Human Resources have developed recommendations for mandatory training, after consultation with peer institutions. Their recommendations will be implemented commencing FY 2007 and include the following:</p> <ul style="list-style-type: none"> • Training will be offered both in person and on-line, with reporting and tracking capability by department, college/division and centrally. • All Academic and Administrative Officers, as defined by university policy, will participate in training at regular intervals.* New Academic and new Administrative Officers will participate in training within a specified period of time after commencement of employment (to be determined).* All staff and faculty will have access to the on-line training regardless of their supervisory/administrative status. <p>A planning group will convene with representation from EOD, HR, and the Office of the Provost to create an implementation plan for review by the VPs.</p> <p>*Time frames will be specified in the implementation plan.</p>
<p>I.D. Academic and Administrative Officers, especially Deans of instructional units, should be encouraged to provide orientation programs annually</p>		<p>The Provost will strongly encourage Deans of instructional units to include information on the University Sexual Harassment and Violence Policies in new faculty and TA orientations.</p>

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<p>for new faculty and teaching assistants that include information on the University's Sexual Harassment and Violence Policies.</p>		<p>The Office of Equal Opportunity and Diversity, the Office of the Provost, and Human Resources have developed recommendations for mandatory training, after consultation with peer institutions. Their recommendations will be implemented commencing FY 2007 and include the following:</p> <ul style="list-style-type: none"> • All Teaching Assistants will participate in initial training and at regular intervals thereafter. New TAs will participate in training within a specified period of time after commencement of employment (to be specified in implementation plan). • Faculty (current and new) will be strongly encouraged by their Deans/DEOs to participate in training.
<p>2. A variety of research and educational efforts should be implemented to raise awareness about what constitutes sexual harassment and violence under our policies, involving various departments and organizations and using a variety of marketing and media techniques.</p> <p>2.A. The University of Iowa should replicate the Campus Survey on Sexual Harassment (or a similar survey) which was last performed in 1993. Without information on the large number of units within the University, it is difficult to target resources where they would be most effective in reducing sexual harassment and violence.</p>		<p>The Sexual H harassment Survey report was completed and posted at http://www.uiowa.edu/president/task-forces/sexual_harass_survey/index.html on January 2006, as discussed in this response.</p>
<p>2.B. The University should create a poster or poster series with an appealing design and pertinent</p>	<p>It is critical that the University of Iowa dedicate energy and resources towards</p>	<p>IMU Graphics is developing a communications plan, including posters for implementation in the fall of 2006. The plan will include a website that will</p>

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<p>information about what constitutes sexual harassment and violence, and what resources exist to assist victims. The University of Illinois has a free poster series that could be used or slightly modified for this campus. The University could use existing academic departments (marketing, design, etc.) to sponsor a poster contest to generate new displays. Posters should be disseminated for display on campus bulletin boards, restrooms, and the Cambus.</p>	<p>ensuring that its community knows about, understands, and feels free to use its sexual harassment policy and procedures. (Recommendation 1)</p>	<p>direct people to the appropriate offices and resources. Key campus constituents will be consulted in the design process (e.g., Council on the Status of Women, Office of Equal Opportunity and Diversity, RVAP and others).</p>
<p>2.C. The University of Iowa should create and disseminate maps of the campus and downtown area with sexual harassment/assault information on the back to assist in creating familiarity with the community and with resources available to victims. Maps and other handout information should include where to report an assault or case of harassment, explain the steps involved in a campus investigation through the use of a flow chart, include information about the informal resolution of complaints, and provide information about retaliation protection.</p>		<p>Rather than disseminating maps, two new categories will be added to the University's website A – Z search list: <i>sexual assault (reporting)</i> and <i>sexual harassment (reporting)</i>. The categories will display needed information with links to the appropriate departments.</p> <p>The President's office will continue to explore strategies for disseminating information about resources and policies.</p> <p>See above item about new website.</p>
<p>2.D. The University should provide mechanisms to educate students about sexual harassment and violence, specifically targeting first-year students.</p> <p>2.D.1. The coordinator of the required first year Rhetoric course may be able to integrate knowledge of University sexual harassment and violence policies into curriculum; the University could provide seed money for the development of curricular materials for</p>		<p>A new initiative is being undertaken by the Vice President for Student Services and the Provost to institute a mandatory on-line course for all incoming first-year students addressing alcohol and drug abuse, sexual harassment, and violence on campus. The on-line course, <i>AlcoholEdu</i> will be conducted at the beginning of the semester and incoming students will be required to complete the course in order to enroll in classes. Parents and incoming students will be made aware of the requirement for registration through a letter from the Provost and VP for Student Services prior to student orientation.</p>

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<p>this purpose.</p> <p>2.D.2. Sexual harassment, assault, alcohol awareness, and safety issues could be incorporated into the current College Transition course or similar courses; with the University providing seed money for development of curricular materials for this purpose.</p> <p>2.D.3. An online training program for students could be designed (based on the “Online at Iowa” concept) covering issues of sexual harassment, assault, alcohol awareness, local/state laws, and safety issues. Program could contain scenarios to evaluate to determine whether specific behavior is or is not sexual harassment, as well as specifics related to the University’s policies (e.g., does the behavior have to occur on campus). Students could be required to complete the program and would earn one credit for completion.</p> <p>2.D.4. Students could receive the same one-hour panel orientation program that parents currently receive that includes representatives from University Counseling Service, Student Health, Department of Public Safety, and the Rape Victim Advocacy Program.</p>		<p>The new initiative will complement education about sexual harassment and violence that is now being done in orientation and Residence Hall floor meetings.</p> <p>For graduate students, orientation will include (1) the policies regarding sexual harassment and violence, (2) consequences for violating these policies, and (3) information about how to get support and assistance if unwelcome behavior is experienced, emphasizing that such behavior does not have to be tolerated.</p> <p>Additionally, the Provost and Vice President for Student Services are exploring incorporating other training in curricular and co-curricular activities.</p>
<p>2.E. Any new educational programs should specifically address issues of racial and ethnic</p>		<p>Before implementation of the mandatory online training for AAOs and TAs (as described in 1.C. above), EOD will review training materials to assure that the</p>

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<p>diversity, especially:</p> <p>2.E.1. Cultural differences in the definition of harassment and assault, vulnerability to harassment/assault, vulnerability to accusations of harassment/assault.</p> <p>2.E.2. Acknowledgment of the role of racism in past law enforcement and disciplinary proceedings relating to sexual harassment and violence in the United States.</p> <p>2.E.3. Commitment to uniform campus treatment regardless of the race/ethnicity of the alleged victim and/or alleged perpetrator, focusing on the behavior rather than the identities of the parties.</p>		<p>following issues have been addressed:</p> <ul style="list-style-type: none"> • Cultural differences in the definition of harassment and assault, vulnerability to harassment/assault, vulnerability to accusations of harassment/assault. • Acknowledgment of the role of racism in past law enforcement and disciplinary proceedings relating to sexual harassment and violence in the United States. • Commitment to uniform campus treatment regardless of the race/ethnicity of the alleged victim and/or alleged perpetrator, focusing on the behavior rather than the identities of the parties.
<p>2.F. The UI Lecture Committee should be encouraged to invite a prominent speaker in the area of violence and sexual assault to campus in order to air issues raised by our recent campus experiences. The entire campus community would be the target audience for this activity. The University could also invite a prominent and well-known entertainer (ESPN Commentator, musical entertainer) early in fall semester (perhaps during the Weeks of Welcome or during Sexual Assault Awareness Month -April) with a goal of incorporating an educational or public awareness message into the presentation or performance. The entering class of first year undergraduates would be the main target audience for</p>		<p>The President will encourage the University Lecture Committee to invite a speaker who will address issues of sexual assault and violence. This charter committee is composed of faculty, staff and students.</p> <p>For the past several years, organizations in the Greek system have encouraged educational programming within the entire community every other year and chapter wide annually on sexual assault presented by various speakers within and outside the University. The President will express written support of this practice and encouragement that it continues.</p>

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<p>this activity, although certainly the entire campus community would benefit from having this issue raised. This speaker or event could have a focus on involving men in the campus community to show support for efforts to prevent sexual harassment and violence.</p>		
<p>2.G. The University should implement mandatory RA training in residence halls that would focus on alcohol and its relationship to sexual assault and other forms of campus violence.</p>		<p>In fall 2005, RA training included sessions on violence and sexual assault and a session on the UI sexual harassment policy. RVAP prepared a DVD that all RAs were required to show to their floor residents.</p>
<p>2.H. The University ought to seek out programs at other universities that have achieved success in reducing sexual violence, including alcohol-related sexual violence, to consider whether they might be implemented at the University. One such program is the “McPherson Program,” which utilizes peer intervention to educate about physical coercion for sexual acts.</p>		<p>The University of Iowa is one of ten universities in the country funded by the Robert Wood Johnson Foundation to create environmental change to reduce the harmful effects of abusive drinking on college campuses. Through national meetings and publications, the University is learning best practices being implemented at other universities to reduce the secondary effects of alcohol abuse, including sexual and physical assault on campus. The Stepping Up Project is the University/Community coalition created to implement these needed environmental changes and will be continued by the University after the Robert Wood Johnson grant expires in fall 2006.</p> <p>The University will require all students scheduled to enroll in fall 2006 to complete <i>AlcoholEdu</i>, a research-based online alcohol education program that includes specific instruction on sexual violence. Currently being used at many institutions of higher education, this program is based on best practices outlined in the NIAAA Report to College Presidents, including challenging student expectations that alcohol will facilitate sexual activity and is currently being used at many top institutions of higher education. Evaluation indicates students who</p>

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		<p>complete <i>AlcoholEdu</i> learn more about alcohol, experience fewer negative side effects and increase their understanding of alcohol and its role in sexual violence, including the inability to give consent. The program content will be customized for our campus, including adding links to our specific policies related to alcohol use, student conduct, violence and harassment. We will also add specific questions related to sexual violence. This is a collaborative effort by the Vice President for Student Services, Admissions/Orientation, Residence Services, Student Health, Stepping Up and the Provost's office. The coalition structure of the Stepping Up Project will facilitate continued current work on additional changes.</p>
<p>3. The University should collaborate with external entities, including the City of Iowa City, to achieve common goals regarding the reduction of sexual harassment and assault, especially as it relates to alcohol abuse.</p> <p>3.A. The University administration should consider reaching out to bar owners to create a meaningful dialogue by which University policy and the data on alcohol-related sexual assaults could be communicated in a non-confrontational manner. Perhaps some common effort could follow, including posters addressing the alcohol/campus violence nexus and sexual assault services that could be displayed in restrooms and phone booths.</p>	<p>The University must pay attention to sexually harassing behaviors that occur in connection with the use of alcohol, including tailgating before football games. (Recommendation 4)</p>	<p>Several groups with missions related to campus/community collaboration (e.g., Stepping Up, Iowa City Alcohol Advisory Board) exist and will continue their work toward policy and environmental solutions. (described in 3.C. below)</p> <p>For the past seven years, the UI has been a partner in the Stepping Up Project, a collaborative effort to reduce the harmful effects of alcohol use. A coalition of UI faculty, staff and students, Iowa City municipal government and schools, and business owners, the project has combined education, prevention and environmental change efforts to achieve its purpose. Two Stepping Up Project members participated in a separate ad hoc group to examine bar owners' efforts to police themselves. Additionally, the Iowa City Alcohol Advisory Board (ICAAB) met over the past year and made recommendations for reducing the harmful effects of excessive drinking. In response to the ICAAB's December 2005 report, President Skorton expressed support for the advisory board's recommendations, as well as proposing that Iowa City adopt an ordinance prohibiting persons under age 21 from entering bars. A community person who co-chairs the executive committee of the Stepping Up Coalition has been</p>

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3.B The University should consider adopting a poster and business card campaign in residence halls, bars and taverns that asks women, “Can you give consent?” and asks men, “Did you get consent?” This approach appears to have had some success on other campuses.		appointed to the State Alcohol and Beverage Commission (ABC). RVAP implemented a campaign to raise awareness of the consent issue. The campaign includes messages on napkins in bars, as well as posters and stickers in residence halls and fraternity/sorority houses. RVAP AND IMU Graphics will communicate to assure that the RVAP effort is coordinated with the broader UI campaign.
3.C. The University administration ought to help organize and then be part of an Iowa City Task Force on the impact of alcohol use on the quality of life in Iowa City, including the alcohol/campus violence nexus. Members of this group might also include downtown business owners with concerns about the effects of binge drinking on their businesses, as well as bar owners.		Several groups with missions related to campus/community collaboration (e.g., Stepping Up, Iowa City Alcohol Advisory Board) exist and will continue their work toward policy and environmental solutions. Additionally, University administrators are participating with community leaders in an effort organized by the Johnson County Public Health Department to address alcohol abuse among young people and its secondhand effects, including sexual violence. Recommendations for policy, education, and environmental changes relative to our downtown environment will be disseminated in a fall 2006 report.
3.D. The University, perhaps in collaboration with local government, should explore the feasibility of reinstating a safe transit service for individuals who feel they are at risk for violence after dark.		Currently, Cambus runs buses on the red and blue routes until 3:00 a.m., and quite a few people use this service. Past attempts to provide safe rides from the Pentacrest in smaller vehicles were not successful.
4. The University should uphold and improve current policies and procedures regarding sexual harassment and violence, as recommended below. 4.A. The University’s Sexual Harassment Policy should be amended to recommend that academic and administrative officers who receive complaints of		EOD will amend the policy to instruct Academic and Administrative Officers to inform complainants about the resources of RVAP. EOD will make revisions to its website to include the phone number of RVAP. EOD will discuss publicity materials with referral departments (Public Safety, Ombudsperson, Faculty and Staff Services, University Counseling Services, WRAC and RVAP).

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sexual harassment should inform complainants of the resources provided by the Rape Victim Advocacy Program (RVAP). In addition, RVAP's phone number would be consistently provided in publicity materials as the place for consultation, information, and support regarding sexual harassment or sexual violence.		
4.B. Penalties for violations should be handed down promptly and should be more effective, which in some cases may be more severe, than in the past.		<p>EOD will review outcome statistics for founded complaints and responses to EOD recommendations on an annual basis.</p> <p>Regarding student misconduct, the Vice President for Student Services will issue an annual report on the number of sexual harassment/sexual assault cases and actions taken, excluding instances where the persons disciplined could be identified.</p>
4.C. Academic and Administrative Officers should be required to comment in their annual activities reports or performance evaluations about the actions they have taken to maintain an atmosphere of civility and respect and prevent sexual harassment and violence in their units. Departmental and unit reviews should include commentary about unit climate and actions taken to ensure respect among all unit members, including those taken to prevent sexual harassment and violence.		<p>As of August 15, 2005, Human Resources requires that all new P&S job descriptions contain a responsibility related to civil and respectful interactions and a responsibility related to diversity and inclusion. As of December 31, 2005, all job descriptions of P&S employees are required to have these new elements. Performance appraisal instruments that are on HR's website now include corresponding elements. Performance appraisals of colleges and departments are also being revised.</p> <p>Annual performance evaluations of Academic and Administrative Officers will include review of activities taken to create and maintain an atmosphere of civility and respect. Departmental reviews will include commentary about unit climate and actions taken to ensure respect among all unit members, including those taken to prevent sexual harassment and violence.</p>
4.D. Higher administration, including the President,		The news release announcing this document expresses the strong support of the

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Vice Presidents, and Provost, must publicly state their support for those individuals and offices that investigate and enforce the policies (the Office of Equal Opportunity and Diversity, Departmental Executive Officers, etc.).		President, Provost and Vice Presidents for the individuals and offices that investigate and enforce policies related to sexual harassment, violence and unwelcome behavior. The President will follow up, at least annually, with a similar statement of support and reminders to the campus community about the importance of these offices and enforcement of the policies.
4.E. The Office of Equal Opportunity and Diversity should annually publish in the Daily Iowan Special Edition statistics (gathered from Public Safety, RVAP, OAA) on complaints of sexual harassment and violence and the outcomes of complaints, including the penalties imposed.		EOD will continue to publish advertisements annually in the Daily Iowan Special Edition on the complaint statistics, including outcomes and penalties imposed.
	The University must continue to try to eliminate e-mail SPAM. (Recommendation 6)	The Provost and Senior VP will discuss with the ITS leadership strategies for tighter controls on SPAM with ITS.
	The University should continue to strive for gender-balanced work environments. (Recommendation 5)	The Provost has appointed a Gender Equity Task Force. The task force will make recommendations regarding how to achieve greater gender balance in the work environment and how the Provost can best assess a Dean’s performance regarding gender equity. Recommendations will be made to the Provost and will be shared with the Director of HR and the Director of EOD in spring 2006. The University will conduct a follow-up survey of sexual harassment and unwelcome behavior in five years for undergraduate students.
	Future surveys should endeavor to maximize the response rate, especially for undergraduate students. (Recommendation 8)	For future surveys, strategies will be used similar to those employed for the HR <i>Working at Iowa</i> survey, which yielded an average response rate of 42.6% and 84% at UIHC. Strategies included advanced web notification,

<u>CAMPUS CLIMATE SURVEY REPORT</u> <u>Recommendations</u>	<u>SEXUAL HARASSMENT SURVEY</u> <u>Recommendations</u>	<u>FOLLOW-UP ON CLIMATE REPORT RECOMMENDATIONS</u> <u>ACTIONS ON SEXUAL HARASSMENT RECOMMENDATIONS</u>
		messages and visits from ‘ambassadors’ to constituent groups and email reminders.
	The University of Iowa should consider how to address the broader issue of respectful treatment on campus. (Recommendation 9)	To address broader issues of respectful treatment on campus, four diversity climate surveys have been completed with the following groups—undergraduate students, graduate students, faculty and staff. Additionally, permanent faculty and staff completed an employee engagement survey in April 2006. Results will be used to develop strategies to improve the climate on campus. Additionally, the new P&S performance standards related to civil and respectful behavior (see 4.C above in Campus Climate Report) partially address this recommendation. In addition to the communications campaign discussed above (see 2.B), a poster series will be designed with the theme of making the University of Iowa a welcoming, inclusive, and just community. The series will address specific issues that promote and prevent this goal, including sexual harassment, violence, racism, homophobia, ablism, and incivility. The campaign will be designed with broad input from campus constituencies.
<p align="center"><u>Follow-Up, Implementation and</u> <u>Accountability Plan</u></p> <p>Implementation of these recommendations will be both challenging and time-consuming. Given the limits of new resources for implementation, the Climate Committee urges the President to assign an existing charter or standing Committee (the UI Human Rights Committee or the Council on the Status of Women, for example) the task of creating an implementation plan and reporting annually to the President of the University on progress made.</p>		The President and Director of EOD will oversee implementation of these actions. The President and each central administrator will implement actions in their areas of responsibility, as outlined in this response. Each central administrator will report results annually for the next five years. The President will direct an annual report to be compiled and distributed to the campus community and specifically to CSW for review and comment.