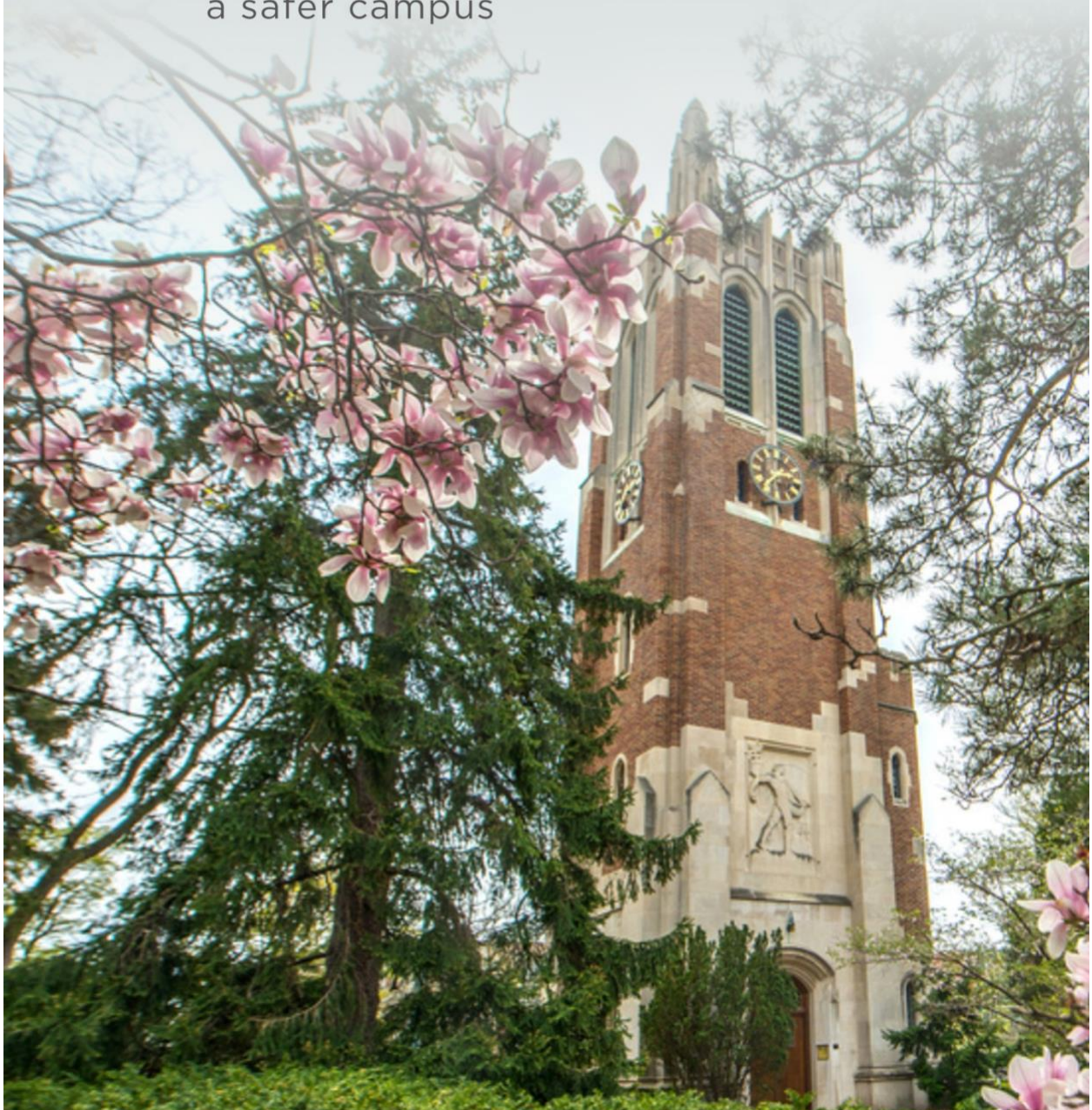




MICHIGAN STATE UNIVERSITY:

Taking action to foster
a safer campus



July 2018 update

MICHIGAN STATE UNIVERSITY: TAKING ACTION TO FOSTER A SAFER CAMPUS

MSU is committed to achieving the highest standards in assuring patient care and safety; preventing relationship violence and sexual misconduct; providing supportive services to students, staff, and faculty experiencing these issues; and responding in a trauma-informed manner to reports of such incidents. The university is working with internal and external experts to improve policies, procedures, programs, and operations.

As an indication of its resolve, the 2018-2019 budget includes funding for 13 new Title IX and related positions, including preventive and investigative staff; 10 positions in Counseling and Psychiatric Services; six new positions including advocacy, crisis intervention, and counseling staff in the Sexual Assault Program; four new MSU Police officers; two new Employee Assistance positions; two new Freedom of Information Act Office positions; and two positions in the new Office of Enterprise Risk Management, Ethics, and Compliance.

Protecting Patients and Improving Patient Care

Michigan State holds the medical profession in high regard, but its trust must be backed by supporting policies, procedures, and verification. Health care at MSU has been reorganized and new positions added to ensure accountability and policy adherence. Model patient safety and privacy protocols have been instituted, along with quality of care recommendations from an external review. More resources are being directed toward student mental health services. Third-party quality and safety assurance reviews are planned for July 30 to August 1, 2018 as we continue our commitment to achieving the highest quality of patient care and safety standards.

- Interim President John Engler in February, 2018 announced a **reorganization of the university's health colleges, clinical practices, and student wellness programs** to increase safety and quality of care across all MSU health care offerings. Two leadership positions were created to ensure proper oversight of the health system.
 - **Norman J. Beauchamp, Jr.**, dean of the College of Human Medicine, was appointed to the **newly created position** of associate provost and assistant vice

president for health affairs. In this role, he works to increase safety and quality practices across all of MSU's health care services.

- **Anthony M. Avellino** assumed the role of assistant provost and chief wellness officer and MSU HealthTeam chief medical officer. Avellino assists with strategic development of initiatives and programs, assuring compliance, best practices, and exemplary care. He oversees core sports medicine and health care providers, guiding the ongoing reorganization of student health and wellness.
- **David Weismantel** in July, 2018 was named executive director of Student Health and Wellness, a new position. Reporting to Avellino, he will be in charge of all health and wellness services for students provided in Olin Health Center, designated Neighborhood residence halls, and the Student Services Building.
- [Andrea Amalfitano](#), director of MSU's Clinical and Translational Sciences Institute, provides new leadership to the College of Osteopathic Medicine as interim dean.
- A triage protocol to **review all reported allegations or concerns of inappropriate practitioner-patient and practitioner-student interactions** has been implemented. A multidisciplinary team reviews allegations within 24 hours of receiving a report to determine if there is a risk to patients, students, or staff. If there is any concern, the practitioner is immediately removed from the care setting pending further investigation.
 - The team consists of representatives from all three health colleges, the chief nursing officer, the chief medical officer, the Office of Institutional Equity, and individuals from legal and human resources.
 - This measure is in addition to the required review by the Office of Institutional Equity and the MSU Police Department. The combined processes ensure a timely, transparent review meant to be one of the nation's most responsive.
- **Policies on sensitive examinations and chaperones** have undergone extensive reviews by the medical and nursing college deans and HealthTeam staff to ensure MSU's policies are stringent and uniform across MSU's clinical practices. They are now considered national exemplars and epitomize the commitment to protecting all involved with sensitive examinations necessary to promote optimal health.
 - Although initially developed over a year ago, the **MSU HealthTeam chaperone policy** was revised in February 2018 to ensure uniform patient workflow and documentation requirements.
 - Changes have been made to the electronic health record to document the presence of a chaperone for sensitive exams, and training for providers and staff was conducted. The system went live in March 2018.

- A “consent to treat” form was adopted for patient registrations. It gives consent to the provider for treatment and also informs the patient of her or his right to a chaperone, making it clear minors can have a chaperone present.
- MSU’s health colleges’ leadership reviewed policies and procedures governing simulated patients or models and faculty assisting with sensitive exams training. MSU’s safety policies and procedures for sensitive exams that occur in the educational setting are now among the most stringent in the nation.
- Other changes to **MSU HealthTeam policies and procedures** include:
 - Audits are to be conducted quarterly, or as needed.
 - A practice location policy identifies approved HealthTeam practice locations.
 - The patient satisfaction survey system is being reviewed to obtain better and more timely patient feedback.
 - Uniform clinic signage for wayfinding and to inform patients of their rights is in development.
- MSU is **enhancing student-athlete medical care** based on a **comprehensive review** by external sports medicine physicians.
 - Two athletic trainers will be added to the 13 currently employed, and all will report to medical supervisors instead of athletic department staff.
 - Chaperone and “consent to treat” policies now are aligned with those of MSU HealthTeam clinics, as is on-site signage raising awareness of such policies.
 - “360” peer evaluation will be applied for sports medicine and training staff.
 - Athletic trainers’ manual is being revised.
- The university is following through with a number of recommendations for improvements to **student counseling and psychiatric services** outlined in the 2016 [report from Keeling & Associates](#). Improvements to date include:
 - Counseling and Psychiatric Services (CAPS) provides a multi-disciplinary, inter-professional model of care and services for students. After a national search, Mark Patishnock was appointed director June 1, 2018.
 - Single point-of-entry service now is accessible for students by referral, phone, or in person. Counseling services are generally short-term without explicitly defined limits. Any student registered for one or more credits is eligible for an initial consultation. The first three psychiatry appointments are prepaid for enrolled MSU students, after which, charges are billed to students’ insurance.
 - Temporary counselors were retained while several new positions were posted.
 - Two licensed counseling providers were embedded within the South and East Neighborhoods as part of a pilot project funded through Residence Education and Housing Services. A total of three embedded staff in residential neighborhoods and

another within the Graduate School are planned.

- A secondary [CAPS](#) location will open on the third floor of the MSU Student Union in September, housing eight to 10 counselors to expand counseling capacity.
- In total, CAPS will grow from 42.8 staff last year to a budgeted 59.8 positions in 2018-19.
- MSU is participating in the [JED Campus Program](#) for support in comprehensive systems, program, and policy development—building on existing student mental health, substance abuse, and suicide prevention efforts.
- All MSU students now have **24-hour access through a phone app** to talk or instant message a counselor for emotional or mental health services as part of an integrated student support program. Available in multiple languages, it also connects students to resources including articles about anxiety, stress, and relationships. Students with less severe conditions and lower risk can receive counseling without the typical 2-4 week waiting time for services.

Prevention of Relationship Violence, Sexual Misconduct and Sexual Assault

MSU's Title IX policies are compliant with all applicable legal requirements. The law firm of Husch Blackwell reviewed MSU's Title IX policies and procedures and in addition to finding them compliant with all applicable legal requirements, the review found MSU to be at the forefront of a number of practices. MSU is implementing a number of recommendations stemming from the review.

- A second phase of the Husch Blackwell review, released in final form in May 2018, assessed awareness and outreach, prevention and education programs, and crisis and advocacy support services. The report recommended **improving internal communications** to promote awareness, increasing mental health support services, improving alignment of training, awareness, and prevention programs and clarifying responsibilities and accountability within the Title IX office.
 - MSU hired a **new communications manager** in December 2017 to support communication and outreach related to Title IX programs. Work is underway to further enhance and implement strategic communication plans for fall 2018.
 - The Office for Civil Rights and Title IX Education and Compliance are collaborating with IT Services and with Communications and Brand Strategy to explore new avenues for communication and outreach to students and employees.
 - MSU's Office of Institutional Equity held five **campus climate forums** prior to the release of the second phase final report to solicit feedback from students and employees. Suggestions for improving communications, education, and training, with consideration of special populations, were incorporated into the report.

- Other education and training improvements underway include:
 - developing and implementing stronger and more impactful education programs for students who live on campus and their residential hall resident assistants;
 - reviewing online and in-person prevention education programs to improve effectiveness while continuing to meet compliance obligations; and
 - planning for a comprehensive **Title IX campus climate survey** for students, staff and faculty during the 2018-19 academic year. The survey results will provide important insights to improve resources and responses and fuel creation of prevention, outreach, and education programs.

- Public input focused on prevention is being solicited and received by the interim president's **Relationship Violence and Sexual Misconduct Expert Advisory Workgroup** through its [online contact channel](#) and through consultation with diverse campus and community groups. The workgroup is using the feedback to develop recommendations for improving MSU's programs and practices.

- To institute clear institutional lines of accountability for monitoring legal, regulatory, and ethical requirements, Interim President Engler established a new **Office of Enterprise Risk Management, Ethics and Compliance** in June, 2018. The office is charged with overseeing development of a consistent ethics and compliance program and a framework for identifying, prioritizing and managing risk.
 - [Nicholas Wittner](#), a national authority on compliance programs and professor in residence at the MSU College of Law, was named acting director and chief compliance officer.

- Other enhancements to education and training programs currently in planning include:
 - new education and outreach **programs for student-athletes** as well as Intercollegiate Athletics coaches and staff. In collaboration with Intercollegiate Athletics, these programs will include new MSU-developed educational programs and ongoing peer-facilitated dialogues;
 - new education and outreach programs to support the complex and unique needs of **graduate students** and graduate student employees;
 - a new **high school outreach program** to provide prevention education to high school students and their parents;
 - alignment of **Academic Orientation Program** with Title IX prevention education efforts, inclusion of resource and training materials in AOP materials, and addition of AOP sessions focused on connecting incoming students with real-life stories of students and the importance of living our Spartan values to foster a culture of safety and respect; and

- collaborating with the Residence Hall Association and Residence Education and Housing Services to develop education programs for on-campus residents and enhance programs provided to resident assistants and other REHS employees.
- All students and employees are required to complete an **online training program**. Both the student and employee programs focus on:
 - information to identify sex discrimination and sexual harassment, relationship violence, stalking, and sexual misconduct;
 - awareness of the impact of these issues on the campus community and encouraging community members to end these types of violence;
 - advising members of the MSU community about their rights and reporting responsibilities under the Relationship Violence and Sexual Misconduct Policy;
 - communicating behavioral expectations for all members of the MSU community;
 - connecting community members with support and resources that are available when issues or assaults occur;
 - and training employees on their roles in administering the policy.
- The Office for Civil Rights and Title IX Education and Compliance, in partnership with Academic Human Resources and Human Resources, launched a **new leadership development training program** in March 2018 for MSU supervisors and administrators focused on prevention and response to harassment and discrimination. New protocols for information sharing between campus units were introduced as part of the session content.
- MSU is training employees how to recognize and report **child abuse**. The university introduced enhanced training in March 2017 for individuals managing youth programs that includes information about mandatory reporting requirements and recognizing signs of child abuse. This training was expanded to a full-day workshop in March 2018.
- MSU established a **Youth Programs Policy** in 2013, which has evolved over time with multiple revisions that are detailed online.
 - In May 2017, MSU strengthened protections for youth participating in campus programs. The university's youth program policy has been updated to mandate that all individuals who have unsupervised access to minors are required to undergo criminal background checks within the past 12 months. This extends to any external organization using MSU facilities. New requirements are in place regarding annual trainings, reporting protocols, and transportation of minors.

- MSU hired a **Youth Program Director** to help manage and oversee all youth programs. David Chupak joined MSU in November 2017 to oversee youth programs including any class, camp, program, or other learning activity held on and off campus that includes participation by minors.
 - A **Youth Programs Advisory Board** was established in January 2018, from multiple campus units, to consult on youth program policies and procedures.
 - Training was expanded for youth program coordinators and directors, including presentations from subject experts in policy compliance, identifying maltreatment, reporting requirements, gender equity, police response, and mental health.
 - Youth program policy revisions are in process, covering topics that include one-on-one adult/youth exposure and electronic communications. New requirements will include application of industry guidelines for supervisor-to-youth ratios. Consequences for non-compliance with youth protection policies will be clarified.
 - Handbook templates containing uniform program requirements also will be developed, including the topics of central policies, communication processes, and conduct rules for program participants.
 - Program compliance audits commence in summer 2018.
 - Director Chupak provides ongoing consultations with youth program directors.

- MSU's **Sexual Assault and Relationship Violence Prevention Program** is using a grant from the office of Gov. Rick Snyder to implement the "**Greeks Take the Lead**" program, which focuses on sexual assault awareness training for students affiliated with fraternities and sororities.

- The campus-wide "**It's On Us**" campaign held a Spring Week of Action April 2-6, 2018. MSU faculty, staff, and students participated in a series of awareness activities to lead off national Sexual Assault Awareness Month.

- Interim President Engler wrote to college deans, program directors, and department chairpersons in April 2018 to clarify the responsibilities of MSU leaders and managers with respect to **employee evaluations**. He urged diligence in documenting workplace behavior of concern among subordinates in personnel performance reviews.

- MSU coordinated a working group to ensure **consistent and connected messages** about relationship violence and sexual misconduct (RVSM) are sent as new students transition, beginning at Academic Orientation Program sessions and continuing throughout the academic year.
 - New RVSM resources were added to the *Spartan Resource Guide and Planner* distributed to students.

Responding to Relationship Violence, Sexual Misconduct and Sexual Assault

The University Policy on Relationship Violence and Sexual Misconduct is clear: **MSU is committed to maintaining a learning and working environment for all students, faculty, and staff that is fair, humane, and responsible—an environment that supports career and educational advancement on the basis of job and academic performance.** Relationship violence, stalking, and sexual misconduct are not tolerated at MSU.

- The **MSU Sexual Assault Program (MSU SAP)** and **MSU Safe Place** have assisted thousands of people impacted by violence in accessing resources and support. The university has dedicated significant new resources to strengthen these programs and improve our efforts to combat sexual and relationship violence.
- Interim President Engler in February 2018 convened the **MSU Relationship Violence and Sexual Misconduct Expert Advisory Workgroup**, composed of campus leaders with deep expertise in the areas of sexual assault and relationship violence. The workgroup gathers input from students, faculty, staff, alumni and community members and works closely with other organizations, committees, and units on campus. The workgroup advises the president on best practices and makes recommendations about trauma-informed policies and programs to ensure that MSU is responsive to survivors. The [Workgroup was expanded](#) in June 2018 with the addition of two new members.
 - The workgroup quickly recommended increasing the number of therapists and victim advocates in the **MSU Sexual Assault Program**. [MSU SAP](#), which last year served more than 650 clients and provided individual therapy to nearly 300 MSU students, is a primary resource on campus for student sexual assault survivors. The demand for services has risen sharply in recent years. The workgroup collaborated with the Michigan Department of Health and Human Services to secure grant funding through the Victims of Crime Act (VOCA) to create four full-time positions for MSU SAP, including two therapists and two victim advocates. MSU is also funding an additional full-time crisis counselor and a new clinical supervisor.
 - In April 2018, MSU SAP added a [“canine advocate” named Justice](#), to lend emotional support to sexual assault survivors in police interviews and court proceedings.

- Increased resources directed to response in recent months include expansion of MSU's Title IX office from 15 to 30 employees, and authorized growth of the MSU Sexual Assault Program from 11 to 17 employees.
- The **Office for Civil Rights and Title IX Education and Compliance** was created upon recommendation by the workgroup to align all Title IX-related functions in one organizational structure. The office oversees the Office of Institutional Equity (OIE) and the Title IX Prevention, Outreach, and Education office.
 - **Two service coordinators** are being hired as primary points of contact for claimants and respondents throughout the investigation and adjudication processes, ensuring that individuals are connected with the supports and resources needed.
 - **Four additional positions** have been created to support the work of the Office for Civil Rights and Title IX Office and OIE.
 - Additionally, an Americans with Disabilities Act (ADA) coordinator—previously combined with the Title IX coordinator role—will now be a dedicated, full-time position.
 - An additional OIE investigator will bring the total number of OIE investigators to 10.
- The new **Title IX Prevention, Outreach, and Education** office will be dedicated to prevention of sex and gender discrimination, relationship violence, stalking, and sexual misconduct. The office will also focus on outreach—in alignment with MSU's land-grant mission—emphasizing our commitment to cultural change through increased knowledge and awareness.
 - The office will be staffed by a director, full-time clerical support, and five prevention specialists with the intention of addressing gaps in programming.
 - Specialist focus areas are based on feedback from the MSU community and recommendations from the Husch Blackwell phase 2 report. The specialists include:
 - a faculty/staff education and community outreach specialist;
 - a Sexual Assault and Relationship Violence (SARV) Prevention Program and specialized workshop specialist;
 - a bystander network specialist;
 - a graduate and professional student outreach and education specialist;
 - and a male engagement specialist.
- MSU strengthened its policy on **mandatory reporting obligations** as part of an annual review of its Relationship Violence and Sexual Misconduct Policy. Employees who fail to report sexual assault allegations as required by the policy are subject to discipline, up to, and including, termination.

- MSU has hired Kroll, a leading global independent, third-party investigative services firm, to assist with investigations and **reduce the response time for complaints** filed under MSU’s Title IX Relationship Violence and Sexual Misconduct Policy. Investigators are used, as needed, to handle complex complaints and to reduce the time between filing and finding.
- The **MSU Police Department and the Office of Institutional Equity** implemented new protocols to ensure that police notify OIE when investigating relationship violence, stalking, or sexual misconduct complaints.
 - The new reporting protocol will enable full communication and accountability between these two MSU units. The protocol will also ensure all victims receive information about campus resources and options from OIE.
 - Additionally, **interlocal agreements** bring local police agencies in East Lansing, Meridian, Bath, and Lansing townships and the Michigan State Police into MSU’s system so that MSU gains awareness of off-campus misconduct or assaults.
- MSU Police are taking over incident reporting at the Eyde MSU HealthTeam clinical buildings from the Meridian Township police department to **prevent gaps in complaint reporting** and increasing patrols and training staff in other clinics.
 - The MSU HealthTeam is obtaining proposals from independent peer review experts to assist with the review of sensitive cases.
 - The MSU HealthTeam also is evaluating replacement systems for its incident reporting system to have the ability to follow up and “close the loop” for reporting purposes.
- MSU created a **Healing Assistance Fund**, which has disbursed more than a half million dollars in payment or reimbursement for counseling and mental health services to victims of Larry Nassar. The fund was set up by the Board of Trustees in December 2017. A 24-hour phone line is available to connect victims with qualified care providers close to where they live.

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<https://msu.edu/ourcommitment/our-actions>