

**Sexual Assault and Interpersonal Violence Implementation Team
Task Force Recommendations Matrix – Academic Year 2016-2017
Spring 2017 Semester Update**

Status Key		
On Target	Slightly Behind	Off Target

NEAR-TERM GOALS		Update
Implementation Plan	Task Force Leads	Update
<p>Create Sexual Assault and Interpersonal Violence Leadership Committee</p> <ul style="list-style-type: none"> • Oversee the implementation and annual assessment of Task Force recommendations • Determine staffing and resource needs • Create a timeline for benchmarks for success and oversee indicators of progress towards goals 	<p>Kim Eby and Rose Pascarell</p> <p>Juliet Blank-Godlove and Jennifer Hammat</p>	<p>Rose Pascarell and Kim Eby identified the membership for the Sexual Assault and Interpersonal Violence Implementation Team (SAIV Team) following the completion of the task force report.</p> <p>Herbertia Gilmore and Juliet Blank-Godlove were originally named the co-chairpeople for the implementation team. Jennifer Hammat replaced Herbertia Gilmore in May of 2016 when she began her tenure at Mason as the Title IX Coordinator.</p> <p>The team has been meeting as a large group on a monthly basis since May 2015 to create implementation plans for the task force recommendations. The sub-committees have been meeting on a more frequent basis to research, create, and implement the goals for their sub-committees.</p> <p>All but one of the short-term recommendations has been completed, and they continue to be monitored and updated based on needs.</p> <p>The implementation team continues to discuss, plan and implement the longer-term recommendations.</p>

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<p>Secure tangible and ongoing commitments from University leadership, including President’s Council, in support of the efforts</p> <ul style="list-style-type: none"> • President’s Council to be featured on integrated Mason website on SAIV and as part of public service announcement(s) • President’s Council members commit to 25% of their faculty/staff being trained as allies when the certification becomes available 	<p>Kim Eby Tehama Lopez Bunyasi, Michelle Coleman, and Linn Jorgenson <i>(Info Integration Sub-Committee Leads)</i></p>	<p>A request for the full support of President’s Council and commitment from 25% of faculty and staff was made to the President’s Council following the release of the task force report. A follow-up request will be made at the beginning of the Fall 2017 semester.</p> <p>Additional work continues to occur to ensure that faculty/staff are aware of their responsibilities as a CSA/Responsible Employee, as well as create an ally certification program.</p> <p>The sub-committee is working with the university’s communications and marketing units to create a campaign that will include a visual image, website, tagline, brochures, posters, and more. This project has been behind schedule due to the modification of scope and scale of the project, and staffing changes.</p> <p>Additional work will occur during the longer-term recommendations to continue to ensure that faculty/staff are aware of their responsibilities as a CSA/Responsible Employee, as well as create an ally certification program.</p> <p>The President’s Council will be featured on the SAIV website when it launches. It is currently in the editing process.</p>
<p>Establish a full-time position for a Title IX Coordinator</p> <ul style="list-style-type: none"> • Identify desired expertise and conduct search for a leading expert 	<p>Julian Williams</p>	<p>A full-time Title IX Coordinator, Jennifer Hammat, was hired and began work at Mason during April 2016.</p>

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<p>Identify and adhere to written criteria when timely warnings to the campus community will be initiated following every reported incident* of campus sexual assault (*appropriate exceptions may apply)</p>	<p>Eric Fowler and Barbara Meehan <i>(Timely Warning Sub-Committee Leads)</i></p>	<p>University Counsel reviewed the sub-committee’s initial “Clery Act Compliance Policy” that contained policy information on Timely Warning Notifications. A decision was made by Counsel that currently the Annual Security Report will serve as the source document for Timely Warning Policy and Procedures to follow; (see page 28 of the 2015 Annual Security and Fire Safety Report here: http://police.gmu.edu/wp-content/uploads/2015/10/2015-Annual-Security-and-Fire-Safety-Report_George-Mason-University1.pdf).</p>
<p>Clearly identify and define Campus Security Authorities and Responsible Employees</p>	<p>Jessica Cain and Brent Ericson <i>(CSA/RE Sub-Committee Leads)</i></p>	<p>This information is found within University Policy 1412, University Policy 1202, and the university’s Annual Security Report. http://universitypolicy.gmu.edu/policies/reporting-of-clery-act-crimes-andor-prohibited-sexual-conduct http://universitypolicy.gmu.edu/policies/sexual-harassment-policy/ http://police.gmu.edu/wp-content/uploads/2016/09/2016-Annual-Security-and-Fire-Safety-Report-Final_093016.pdf</p>
<p>Develop and distribute an informational piece for faculty, administrators, staff and campus offices related to their status as either “Responsible Employees” or “Campus Security Authorities”</p>	<p>Khushboo Bhatia and Nena Rogers</p>	<p>An informational sheet that defines support and reporting options was created. This sheet is distributed at new faculty orientation, adjunct faculty orientation, and at Welcome Week. It is also available for students/faculty/staff within the Offices of Human Resources, Student Support and Advocacy</p>

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<ul style="list-style-type: none"> • Include information on confidentiality; reporting requirements; maintaining the integrity of the relationship with the victim 	<p><i>(Info Sheet Sub-Committee Leads)</i></p>	<p>Center, Compliance, Diversity and Ethics, and the University Police department. The information can also be found in the university’s Annual Security Report:</p> <p>http://police.gmu.edu/wp-content/uploads/2016/09/2016-Annual-Security-and-Fire-Safety-Report-Final_093016.pdf</p>
<p>Integrate online and written information on policies, procedures and resources, both on- and off-campus, available to the Mason community</p> <ul style="list-style-type: none"> • Develop integrated Mason web presence with information on policies, procedures, and resources related to SAIV. Ensure that information is easy to find and access • Create printed material(s) for all-campus distribution, with relevant information and resources related to reporting, services and support 	<p>Tehama Lopez Bunyasi, Michelle Coleman, Linn Jorgenson, and Jennifer Hammat</p> <p><i>(Info Integration Sub-Committee Leads)</i></p>	<p>Research of similar webpages and printed marketing materials was conducted, and data and service information to be used in a website and marketing materials was gathered.</p> <p>As a result, the vision and scope of the project was expanded to create an entire campaign around sexual assault and interpersonal violence. During the Fall 2015 semester a brochure was developed and debuted during the university’s Take Back the Night event in October. Additionally, the university’s communications and marketing teams created a powerful visual image and several ideas for posters and marketing. During the design phase, the campaign has also changed direction again in order to better align with the university’s affirmative consent position. As a result, this project has experienced several delays in implementation and distribution.</p> <p>A webpage has been created and is currently in first edit stage. The campaign ideas are under revision in order to best align with the university’s position on sexual assault and interpersonal violence.</p>

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<p>Implement a campus climate survey related to SAIV</p> <ul style="list-style-type: none"> • Help to determine efficacy of programs, policies, training and in-class curricula • Help to determine efficacy across sub-populations, including different on-campus residential neighborhoods 	<p>Jennifer Hammat, Angie Hattery, Elysia Lash, Linn Jorgenson, and Juliet Blank-Godlove</p> <p><i>(Campus Climate Survey Sub-Committee Leads)</i></p>	<p>The campus climate survey pilot was administered as a paper/pencil survey to groups of students during the Spring 2015 semester.</p> <p>The Mason Speaks: Sexual Violence Survey was administered to a random sample of 20% of university students during the fall semester of 2016. The data has been analyzed, and an executive summary is being created.</p>
<p>LONGER-TERM RECOMMENDATIONS</p>	<p>Task Force Leads</p>	<p>Update</p>
<p><u>POLICIES, PROTOCOLS, AND PROCEDURES</u></p>		
<p>Use the “<u>You Have Options</u>” Law Enforcement Program as a model to implement a context-specific version at Mason, which ensures a victim-centered and offender-focused law enforcement response (reportingoptions.org)</p>	<p>Brent Ericson, Eric Fowler, and Mary Ann Vega</p> <p><i>(Policies, Protocols, and Procedures sub-Committee Leads)</i></p>	<p>The University police department reviewed the program and noted that compliance with the required 20 elements of the “You Have Options” program (YHOP) may be challenging. It was expressed that we can develop, maintain, and promote something similar to the official YHOP. Currently, Mason already operationalizes most of the 20 required elements of YHOP. There has been a suggestion that if Mason is not able to implement the YHOP, then we could create an original program based on the existing practices.</p> <p>Mary Ann Sprouse contacted Virginia Commonwealth University for information about how they are working with the program, as they are actively working on implementation. Additionally, she contacted the national “You Have Options”</p>

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		<p>organization to see if they are planning a launch in Virginia. Response and information from both organizations is still pending. As a first step, additional training and focus will be provided to the university police department on victim-centered response.</p>
<p><u>Review Policy 1202: Sexual Harassment and Misconduct Policy</u> and related policies</p> <ul style="list-style-type: none"> • Ensure that faculty and staff understand their reporting responsibilities and accountability • Ensure that students understand faculty and staff reporting responsibilities 	<p>Brent Ericson, Eric Fowler, and Jennifer Hammat</p> <p><i>(Policies, Protocols, and Procedures sub- Committee Leads)</i></p>	<p>A revised University Policy 1202 was created and is available: http://universitypolicy.gmu.edu/policies/sexual-harassment-policy/?_ga=1.249396487.1214571583.1335382506</p>
<p><u>Review Policy 2208: Workplace Violence</u></p> <ul style="list-style-type: none"> • Ensure that faculty and staff understand resources available in the event of an incident of SAIV 	<p>Brent Ericson, Eric Fowler, and Jennifer Hammat</p> <p><i>(Policies, Protocols, and Procedures sub- Committee Leads)</i></p>	<p>Prioritized for review during the Fall 2017 semester following implementation of the revised Policy 1202.</p>
<p><u>Review all student conduct processes</u> to ensure that sanctions are aligned with national recommendations and protocols can be effectively implemented</p>	<p>Brent Ericson, Eric Fowler, and Jennifer Hammat</p>	<p>The sub-committee worked during the Fall 2015 semester, along with additional stakeholders, to research, review, revise and create a new policy. Modeled after the University of Virginia policy, a draft of a proposed sexual harassment and</p>

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	<i>(Policies, Protocols, and Procedures sub-Committee Leads)</i>	sexual misconduct policy was distributed for review by university officials.
Re-examine and determine which campus offices should be responsible for SAIV investigations	Brent Ericson, Eric Fowler, and Jennifer Hammat <i>(Policies, Protocols, and Procedures sub-Committee Leads)</i>	The sub-committee worked during the Fall 2015 semester, along with additional stakeholders, to research, review, revise and create a new policy. Modeled after the University of Virginia policy, a draft of a proposed sexual harassment and sexual misconduct policy was distributed for review by university officials. A new process for investigating and managing SAIV cases was created and implemented during the Fall of 2016.
Revise sexual assault investigation policy to provide more detailed instructions on notification procedures and after-action guidelines to include Sexual Assault Response Protocol. <ul style="list-style-type: none">• Create post-hearing protocol and assessment for complainant and respondent	Brent Ericson, Eric Fowler, and Jennifer Hammat <i>(Policies, Protocols, and Procedures sub-Committee Leads)</i>	Prioritized for future review following implementation of the revised Policy 1202.
<u>EDUCATION AND TRAINING</u>		
<u>Update, revise and clarify</u> all training programs and materials	Pat Donini, Linn Jorgenson, Maggie	This sub-committee and the sub-committees for Curriculum and Research and Programs and Services are collaborating on training programs and materials.

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	<p>Olszewska, and Jennifer Hammat</p> <p><i>(Education and Training Sub-Committee Leads)</i></p>	
<p><u>Review and assess University Police SAIV protocols for interviewing</u></p>	<p>Pat Donini, Linn Jorgenson, Maggie Olszewska, and Jennifer Hammat</p> <p><i>(Education and Training Sub-Committee Leads)</i></p>	<p>An informal survey with University Police was performed. There is currently a policy that all officers will receive annual training, however the policy is vague regarding the type of training and the timeframe for training. Currently, all investigators have received training with trauma informed interviewing. The sub-committee is currently assessing the gaps in the training to make a proposal for additional instruction.</p>
<p><u>Develop, implement and assess efficacy of trauma-informed interview training for University Police</u></p>	<p>Pat Donini, Linn Jorgenson, Maggie Olszewska, and Jennifer Hammat</p> <p><i>(Education and Training Sub-Committee Leads)</i></p>	<p>A formalized needs assessment is currently being managed by the police department to assess needs and align recommendations.</p> <p>There is currently no assessment in place to measure efficacy.</p> <p>The sub-committee is currently reviewing where there are other gaps in the training to make a proposal for additional instruction.</p>

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<p><u>Establish opportunities for cross training</u> with relevant external community partners (county police departments, etc.)</p>	<p>Pat Donini, Linn Jorgenson, Maggie Olszewska, and Jennifer Hammat</p> <p><i>(Education and Training Sub-Committee Leads)</i></p>	<p>The sub-committee is currently researching and assessing the opportunity for cross training with other area schools (NVCC, etc). Additionally, there has been conversation with Human Resources about adding a training component regarding sexual violence to the supervisor series, and with Compliance, Diversity and Ethics to add the topic to their sexual harassment training sessions.</p> <p>The sub-committee is researching the National Center for Campus Public Safety for best practices, and is proposing a training session with the area Sexual Assault Consortium.</p> <p>University Police is scheduled for training with Margolis Healy (a professional services firm specializing in campus safety, security, and compliance).</p>
<p><u>Review and expand the Mason Emerge ally program</u>, modeled after the Safe Zone Training</p> <ul style="list-style-type: none"> • Provide opportunities for faculty, staff and/or students to be designated as a safe person to whom students can make a report and receive assistance in connecting with relevant services • Provide opportunities, incentives, and recognition for administrative offices and academic units that receive this designation 	<p>Pat Donini, Jennifer Hammat, Linn Jorgenson, and Maggie Olszewska</p> <p><i>(Education and Training Sub-Committee Leads)</i></p>	<p>Prioritized for upcoming review.</p>
<p><u>Provide regularly scheduled mandatory training to</u></p>	<p>Pat Donini,</p>	<p>Prioritized for upcoming review.</p>

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<p>target populations related to reporting responsibilities. Training should focus on informed consent, supportive interventions (including bystander interventions; and strategies to promote an environment that encourages disclosure. Target populations include:</p> <ul style="list-style-type: none"> • Campus Security Authorities; responsible employees; faculty and staff who serve on the Sexual Misconduct Hearing Board; faculty advisors; academic advisors; housing and Residence Life staff; athletic coaches; and other athletic department staff • Student constituencies, including fraternities and sororities, registered student organizations, ROTC, club sports, student athletes and all student employees, including graduate assistants • Specific educational programs will also be developed to reach Mason’s students who may be at higher risk for victimization and/or be less inclined to report or seek support (LGBTQ, undocumented, international students, for example) 	<p>Jennifer Hammat, Linn Jorgenson, and Maggie Olszewska</p> <p><i>(Education and Training Sub-Committee Leads)</i></p>	
<u>PROGRAMS AND SERVICES</u>		
<p>With campus and community partners, <u>develop educational sanctions for individuals found responsible</u> in the sexual misconduct and interpersonal violence student conduct process and who retain their status as Mason student.</p>	<p>Sara Heming, Nena Rogers, and SG Rep</p>	<p>The sub-committee has discussed the components of how educational sanctions can occur, and are investigating an online option.</p>

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	<i>(Programs and Services Sub-Committee Leads)</i>	
<p><u>Ensure that bystander intervention trainings are offered for specific populations, including:</u></p> <ul style="list-style-type: none"> • All fraternity and sorority members • All student athletes • ROTC 	<p>Khushboo Bhatia and Nena Rogers</p> <p><i>(Programs and Services Sub-Committee Leads)</i></p>	Prioritized for upcoming review.
<p><u>Expand Patriots in Action student government program</u> as a student body initiative for sexual assault and interpersonal violence awareness and prevention</p>	<p>Sara Heming, Nena Rogers, and SG Rep</p> <p><i>(Programs and Services Sub-Committee Leads)</i></p>	<p>The Fall 2015 Patriots In Action initiative offered eight events over four days, and included flash lectures, giveaways, bystander training, a pledge drive, and a video campaign with footage of President Cabrera and JJ Davis. The plan is for a larger and more concentrated event for the Spring 2016 semester.</p> <p>Student Government representatives were part of a phone call with US Vice President Biden about the “It’s On Us” campaign. As a result, SG will meet with officials from the City of Fairfax about expanding the campaign into the City of Fairfax as a way to broaden the scope of awareness and safety.</p>
<u>CURRICULUM AND RESEARCH</u>		

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<p><u>Integrate bystander intervention and healthy relationship materials in all transition programming for students joining the Mason community (e.g., UNIV 100 courses; orientation for 1st year, transfer and graduate students, etc.). Additional opportunities for touch points should be identified to provide a vehicle by which this information can be reinforced across students’ careers at Mason.</u></p>	<p>Tehama Lopez Bunyasi and Angie Hattery (Curriculum Sub-Committee Leads)</p>	<p>The sub-committee will meet with coordinators for University 100 courses about incorporating these materials into the curriculum. A memo was written for professors regarding bystander intervention, reporting, and resources; Kim Eby recommended sending the memo to targeted courses. The sub-committee will determine the courses and distribute.</p>
<p><u>Ensure that academic leaders of schools and colleges offer curricular and/or specific co-curricular programs to support students’ well-being, including prevention of sexual assault and interpersonal violence and promotion of health relationships.</u></p> <ul style="list-style-type: none"> • Support, funding and/or partnership models should be provided to academic units to develop curricular and co-curricular programming 	<p>Tehama Lopez Bunyasi and Angie Hattery (Curriculum Sub-Committee Leads)</p>	<p>Prioritized for upcoming review.</p>
<p><u>Provide seed funding for collaborative, multidisciplinary research proposals for faculty-student teams to investigate sexual assault and interpersonal violence within the Mason community</u></p>	<p>Tehama Lopez Bunyasi and Angie Hattery (Curriculum Sub-Committee Leads)</p>	<p>The sub-committee proposes a faculty/staff study group to research issues related to sexual assault and interpersonal violence. The sub-committee estimates that \$20,000 would be necessary to fund the teams.</p>
<p><u>Create statement on availability of resources and</u></p>		<p>The sub-committee plans to work with faculty senate to make</p>

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<p>options for victims of sexual assault and interpersonal violence for use by faculty (e.g., on syllabi or other course materials, etc.)</p>	<p>Tehama Lopez Bunyasi and Angie Hattery (Curriculum Sub-Committee Leads)</p>	<p>the inclusion of sexual violence resources a mandatory component for syllabi.</p> <p>The committee is currently reviewing the suggested language for edits. The committee plans to reintroduce the idea of mandatory syllabus language to the faculty senate during the Fall of 2017.</p>
<p>OUTREACH AND COMMUNICATION</p>		
<p>Initiate and assess highly visible, broad impact, campus-wide outreach campaigns that are targeted to specific audiences including faculty (full- and part-time), students, staff, families, and the community</p> <ul style="list-style-type: none"> • Campus-wide campaigns will be focused on 3 areas: <ul style="list-style-type: none"> ○ Sexual Assault Prevention, including informed consent, bystander intervention, and reducing the stigma of seeking help ○ Dating, Domestic Violence and Stalking, including risk reduction, warning signs of abusive behavior ○ Title IX, including rights, responsibilities and promising practices • Campaigns will include programming, The Pledge, posters, services and PSAs that highlight the involvement of student and university leadership • Strategies will include regularly scheduled email campaigns, social media campaigns, use of the 	<p>Juliet Blank-Godlove, and Jennifer Hammat (Outreach and Communication Sub-Committee Leads)</p>	<p>The sub-committee is working with experts from the university’s communications and marketing areas, as well as with staff from University Life Technology Integration to create a comprehensive campaign that is focused around affirmative consent. The campaign for students, faculty, and staff is planned to include a website, visual image, posters, brochures, and PSA’s.</p> <p>The committee also met with a student who shared an idea for a bathroom poster/flyer campaign that would inform students about SAIV issues and resources. The committee continues to actively work with the student on the idea, with the hope to pilot the program in the student centers and residence halls during the Fall 2017 semester.</p> <p>The project remains in process.</p>

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<p>Mason Portal, and ALL-UNIV announcements</p> <ul style="list-style-type: none"> Assess the most effective exposure points, where this information is obtained and its depth of efficacy, via an inventory of faculty, staff, students and family groups 		
<p><u>Add landing/entry page to Patriot computing that, at log-in, requires acknowledgement of the code of student conduct</u>, to include respect of fellow students related to sexual misconduct and interpersonal violence. Links to both the integrated website and The Pledge should be accessible.</p>	<p>Juliet Blank-Godlove, and Jennifer Hammat</p> <p><i>(Outreach and Communication Sub-Committee Leads)</i></p>	<p>Prioritized for upcoming review.</p>
<p><u>Improve visibility of Mason resources available to survivors of sexual assault and interpersonal violence</u>, particularly the location of the WAVES office</p>	<p>Juliet Blank-Godlove, and Jennifer Hammat</p> <p><i>(Outreach and Communication Sub-Committee Leads)</i></p>	<p>The sub-committee is reviewing the current resources and determining needs.</p>

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ASSESSMENT: IMPROVING CAMPUS CLIMATE AND STRENGTHENING COLLECTIVE EFFICACY		
<p><u>Implement continuous assessment of all offices and departments providing services</u> programs and support to students related to sexual assault and interpersonal violence</p> <ul style="list-style-type: none"> • Include self-assessments by individual office and department personnel • Include feedback from individuals participating in the process (e.g., student who are accused, students who bring complaints forward, faculty members, etc.) as well as those receiving support services 	<p>Michelle Coleman and Elysia Lash <i>(Assessment Sub-Committee Leads)</i></p>	<p>The sub-committee will conduct an audit of all programs, policies, services and marketing/educational campaigns related to sexual assault and interpersonal violence. The committee will then audit all related assessment practices/tools currently in place, or in progress, and identify gaps. The sub-committee will provide recommendations to strengthen assessment, including guiding questions to inform the development of assessment tools. The sub-committee identified specific questions to be addressed in the audit process, including but not limited to:</p> <ol style="list-style-type: none"> a) Which offices are responsible for assessment? Who are the identified individuals/points of contact for each office? b) What is the timeline for assessment? What is frequency of assessment practices? c) Who is the audience? Who will see the results? d) What is being assessed? e) Where are the gaps? f) Who will coordinate the assessment and ensure that it is completed in accordance with the timeline? g) How will information be stored? h) How will the assessment be used to inform our work?
<p><u>Implement continuous assessment of policies and procedures,</u> as indicated by evidence-based climate</p>	<p>Michelle</p>	<p>The sub-committee will map all policies/procedures against federal/state mandates, institutional priorities and results of</p>

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<p>survey, federal or state mandate, or other perceived need</p>	<p>Coleman and Elysia Lash <i>(Assessment Sub-Committee Leads)</i></p>	<p>campus climate survey: a) Where are we hitting or exceeding the mark (identify opportunities to highlight Mason as a leader within this area)? b) What changes may be needed?</p> <p>The sub-committee has identified a strategy/framework for accomplishing identified objectives. Audit is underway and committee members are also investigating best practices at other institutions.</p>
<p><u>Implement assessment process for campus-wide communications and campaigns</u></p>	<p>Michelle Coleman and Elysia Lash <i>(Assessment Sub-Committee Leads)</i></p>	<p>Prioritized for upcoming review.</p>