



From the Top-Down to the Bottom-Up: Institutionalizing Effective Prevention

Rob Buelow
Vice President, Partner Education

#ARS2016

EVERFI

In Recent News...

The New York Times

Colleges spending millions
to deal with sexual
misconduct complaints

March 29, 2016

“At a minimum, federal rules require colleges to designate one Title IX coordinator, at least part time. Many colleges have gone far beyond that, at a cost ranging from thousands to millions of dollars. College officials said it was difficult to put a price tag on the efforts because they often spanned more than one department and involved volunteers and doubling up on jobs.”

In Recent News...

“...the funding and bureaucracy...are a wise investment in the future of today’s students — tomorrow’s leaders. Our top priority as custodians of our student body is to make sure that they are safe during their time on our campus.

As part of our educational mandate, it is our responsibility to ensure that our graduates leave us as societal leaders prepared to make the right decisions, on the job and in life. We cannot compromise on that directive.”

Steven DiSalvo, PhD
President, Saint Anselm College

The New York Times

To the Editor:
Re: Colleges spending
millions to deal with sexual
misconduct complaints

April 2, 2016

You May Be Wondering

Institutionalize

verb | in-sti-tu-tion-al-ize

“To cause (a custom, practice, law, etc.) to become accepted and used by many people”

Merriam Webster

Institutionalization

“Process which translates an organization's code of conduct, mission, policies, vision, and strategic plans into action...”

It aims at integrating fundamental values and objectives into the (school's) culture and structure.”

www.businessdictionary.com



“What you call institutionalization, I call leadership.”

Gary Granger
Director of Community Safety, Reed College

How Does Institutionalization Look on a Campus?

INSTITUTIONALIZATION
INCORPORATES THE
FOLLOWING DOMAINS:

PLACES

PURSE STRINGS

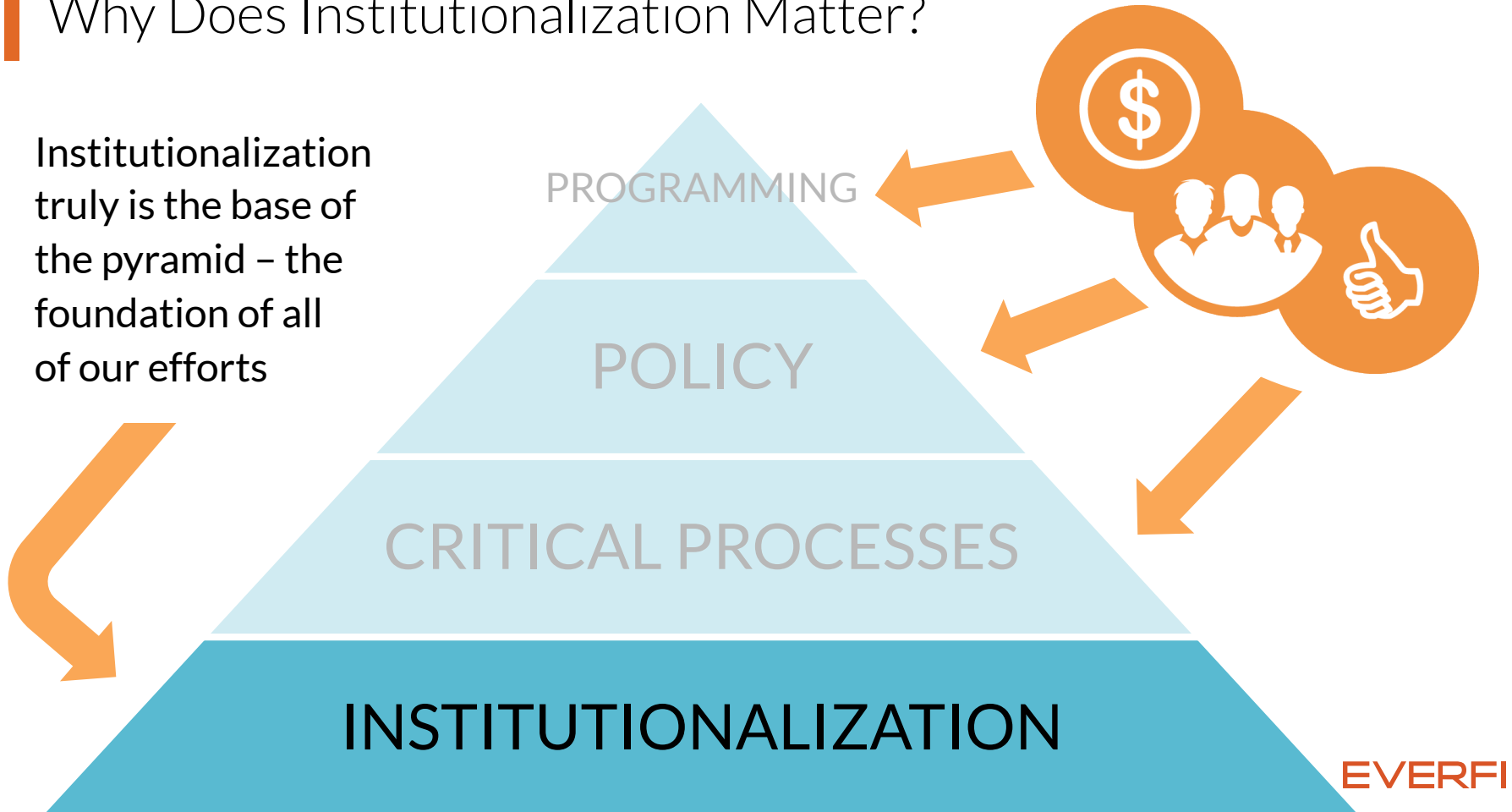
PEOPLE

PRIORITIES

- Infrastructure, physical space, website
- Total budget for prevention
- Staffing for prevention
- Task force or working group
 - Members
 - Frequency
 - Involvement of senior leaders
 - Level of activity
 - Level of progress
- Outward commitment from senior leaders
- Inclusion in institutional strategic plan and mission/vision statements

Why Does Institutionalization Matter?

Institutionalization truly is the base of the pyramid – the foundation of all of our efforts



Connecting Social Spending to Health Outcomes

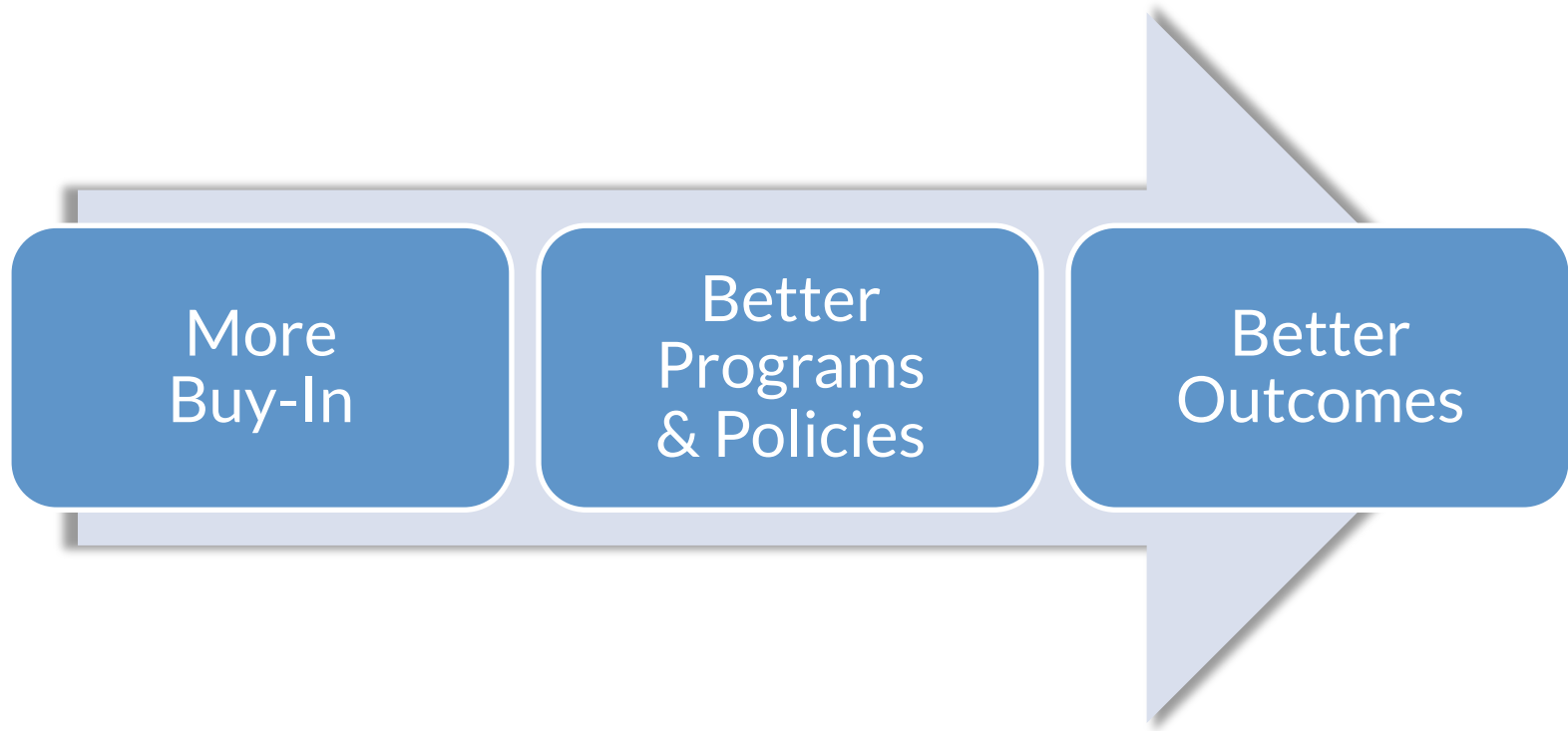


Are better health outcomes related to social expenditure?

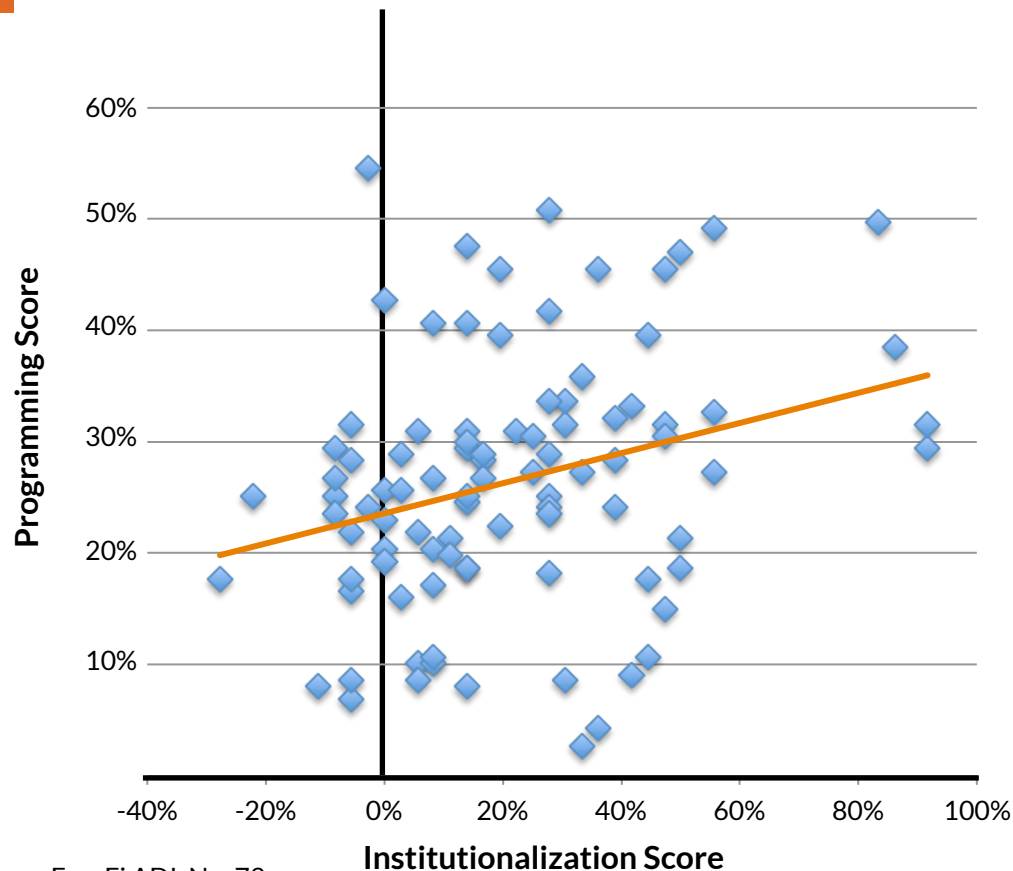
A cross-national empirical analysis of social expenditure and population health measures

“In essence, the study adds further weight to existing evidence that bolstering expenditure on social programmes might give governments and people a better return on their investments in terms of population health.”

The Assumption is...



Alcohol: Institutionalization's Impact on Programming



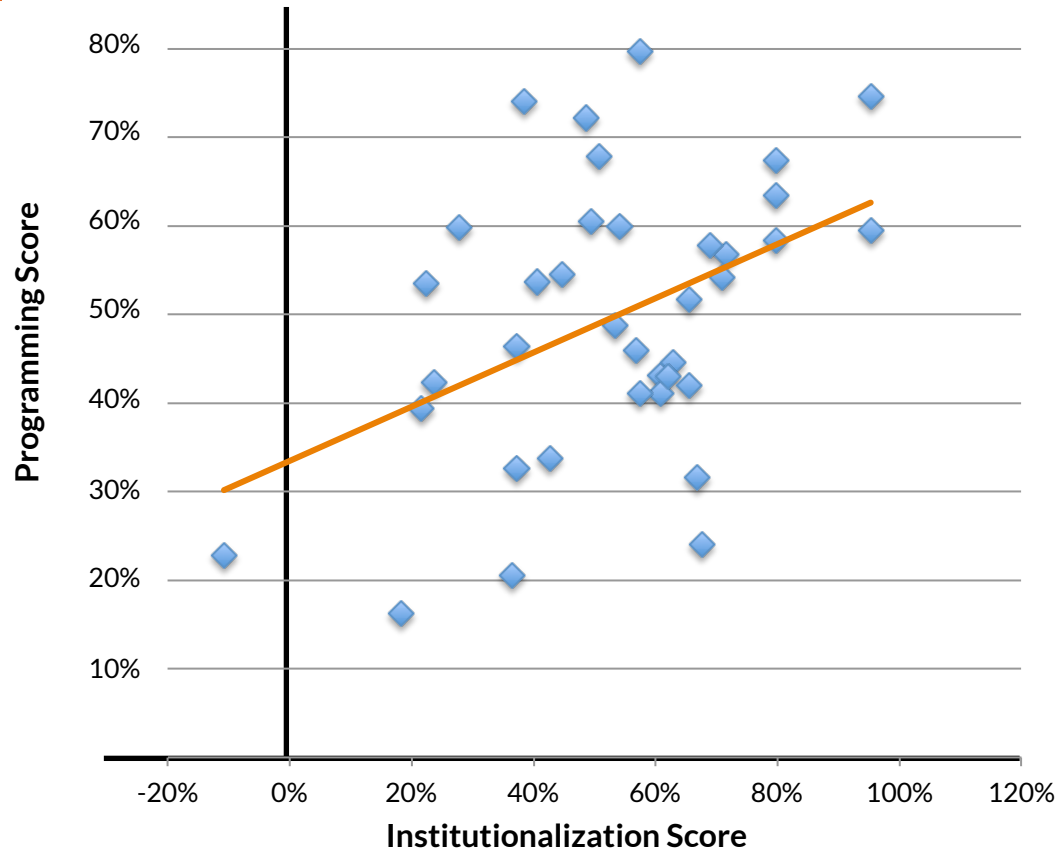
Alcohol institutionalization score is positively correlated with alcohol programming score

$R = 0.28$

Roughly 8% of the variance in alcohol programming can be explained by institutionalization

$R\text{-squared} = .08, p = .006$

Sexual Assault: Impact of Institutionalization on Programming



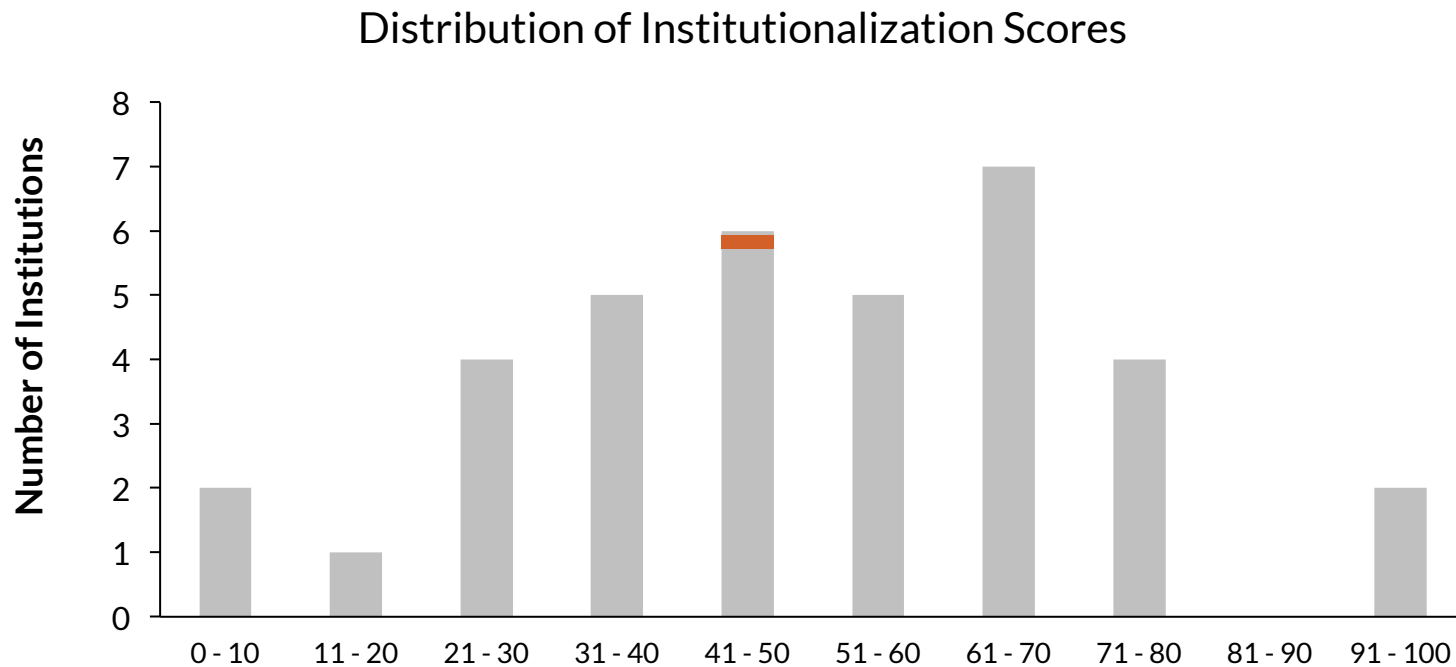
Sexual assault institutionalization is positively correlated with programming

$R = 0.43$

Roughly 19% of the variance in sexual assault programming can be explained by institutionalization

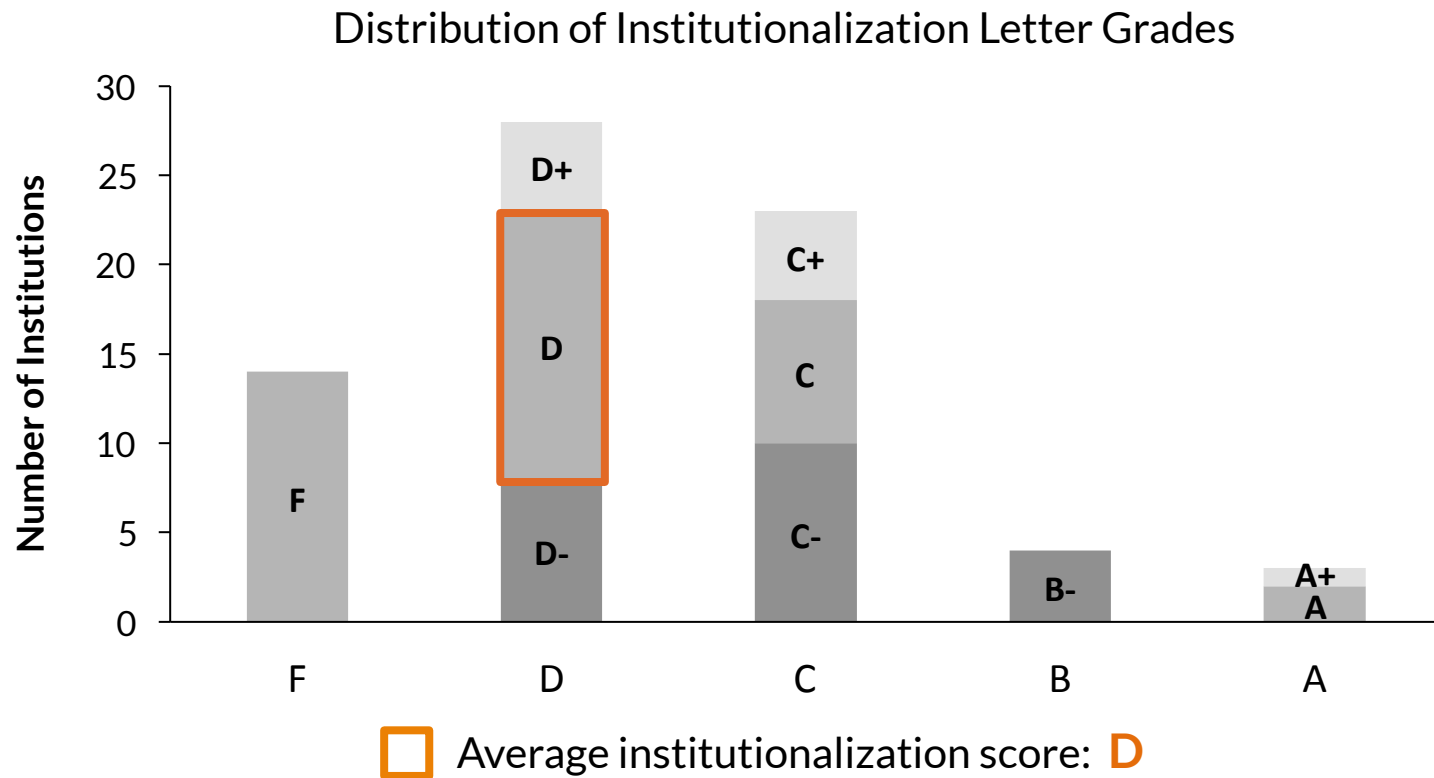
$R\text{-squared} = .19, p = .007$

Examining Institutionalization of Sexual Assault Prevention



— Average institutionalization score: **50.7 out of 100**

Examining Institutionalization of Alcohol Prevention



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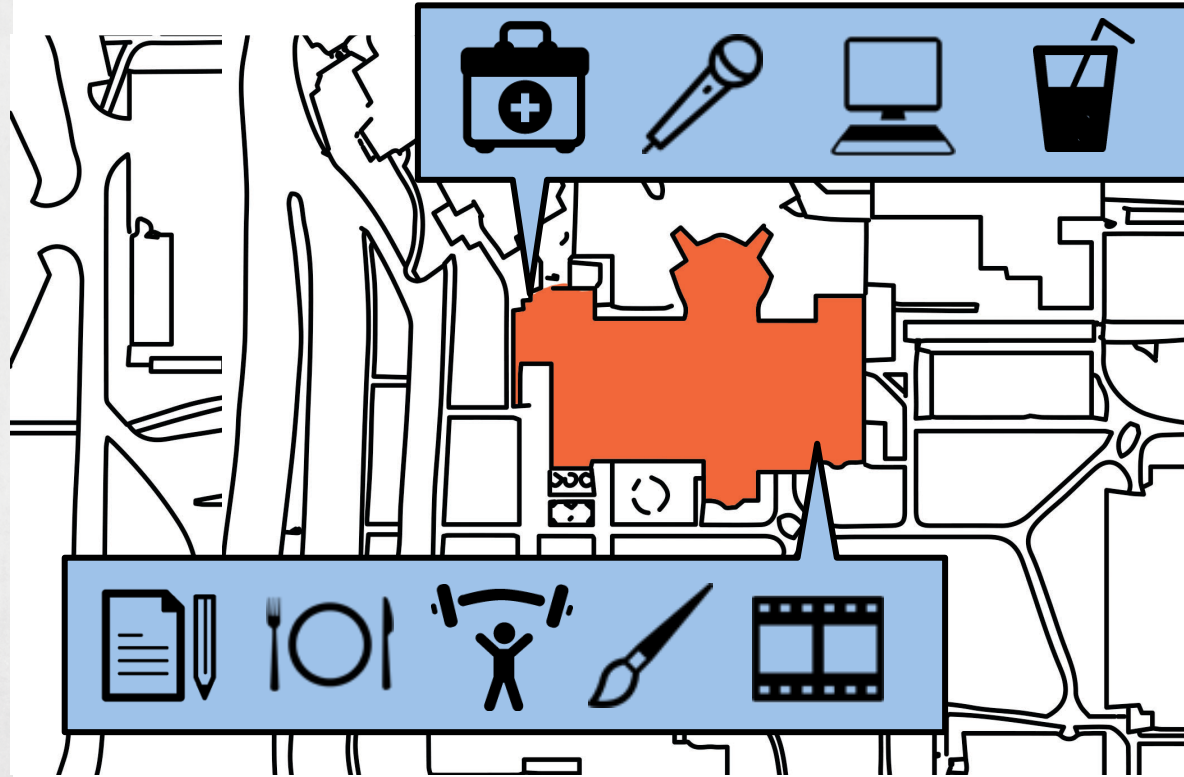
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All About That Space



7 Dimensions of Wellness

Spiritual	Mind/body studio
Intellectual	Media lab/library
Emotional	Massage/reflexology
Physical	Fitness center
Social	Fireplace lounge
Environmental	River views
Occupational	Meeting rooms

Let Me Google That For You

88% include sexual assault information/resources on university websites

However...

- Info is often scattered across multiple pages, hard to locate
- Only basic information is provided (e.g., policies, resources)
- Often solely focused on reactive information, lacking prevention info



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Prevention Budget

For this year, how much recurring funding has been allocated from your institution's budget to prevention efforts, not counting grant-supported work and excluding personnel costs?



	AGGREGATE	SMALL (<5K)	MEDIUM (5K-10K)	LARGE (>10K)
ALCOHOL	\$47,710 \$4.38/student	\$32,158 \$11.33/student	\$58,718 \$7.44/student	\$59,673 \$2.84/student
SEXUAL ASSAULT	\$36,187 \$3.59/student	\$40,462 \$15.96/student	\$23,300 \$2.94/student	\$38,000 \$1.96/student

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Prevention Staffing

What is the total FTE (full-time equivalent) whose primary responsibility is devoted to prevention on your campus – including your time, other staff, and paid student help?

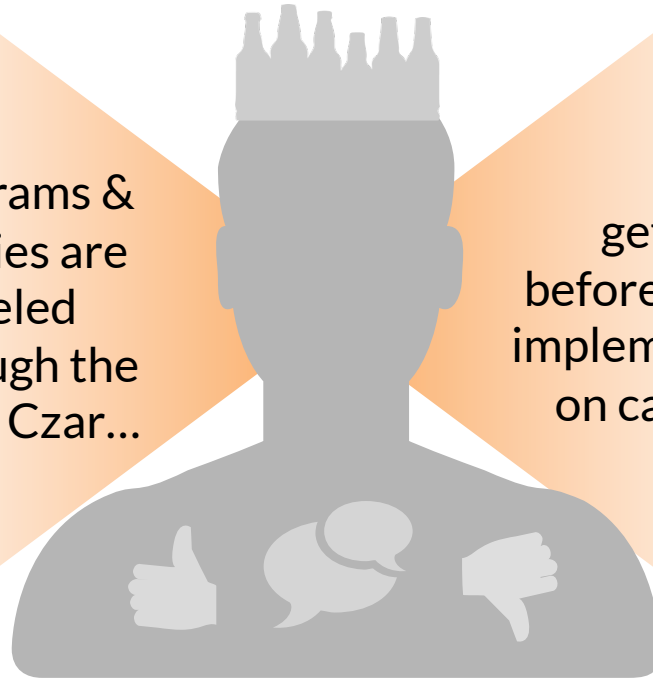


	AGGREGATE	SMALL (<5K)	MEDIUM (5K-10K)	LARGE (>10K)
ALCOHOL	2.4 FTE 1 FTE per 4,529 students	2.0 FTE 1 FTE per 1,436 students	3.1 FTE 1 FTE per 2,580 students	2.6 FTE 1 FTE per 8,174 students
SEXUAL ASSAULT	2.0 FTE 1 FTE per 5,021 students	1.7 FTE 1 FTE per 1,512 students	1.7 FTE 1 FTE per 4,567 students	2.5 FTE 1 FTE per 7,719 students

The Case of the AOD Czar



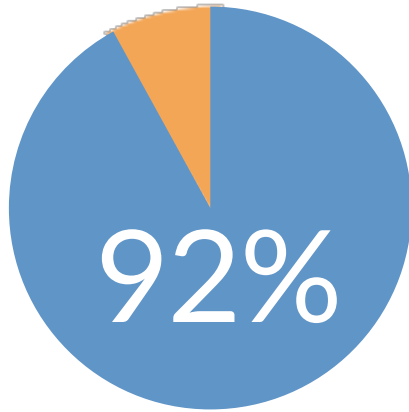
AOD
programs &
policies are
funneled
through the
AOD Czar...



...and
get input
before being
implemented
on campus.



Engaging Stakeholders



have an established forum (task force, working group, etc.) to engage stakeholders in sexual assault prevention efforts

Only 47% have a President/Chancellor or designee participate in or request regular updates or recommendations from this group

MOST REPRESENTED	Sexual assault prevention professionals	89%
	Students	82%
	Counseling office	79%
	Residence Life	79%
	Campus security/university police	79%
	Faculty/researchers	71%
	Alcohol prevention professionals	68%
	Health services	64%
	Athletics Department	57%
	Diversity and inclusion	57%
LEAST REPRESENTED	Women's center	54%
	Student activities office	50%
	Legal/compliance office	46%
	LGBTQ office/group	43%
	Greek Life	36%
	Local service providers	32%
	Campus ministry	25%
	Local law enforcement officials	18%
	Hospital/clinic staff	18%
	ROTC	14%

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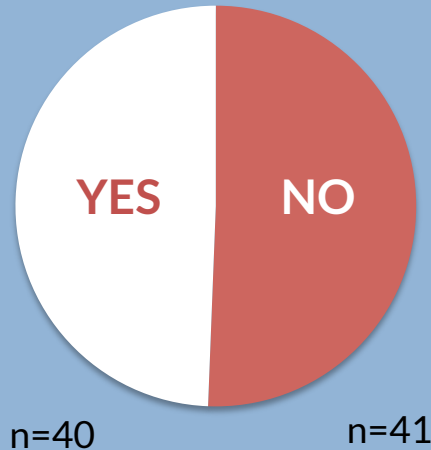
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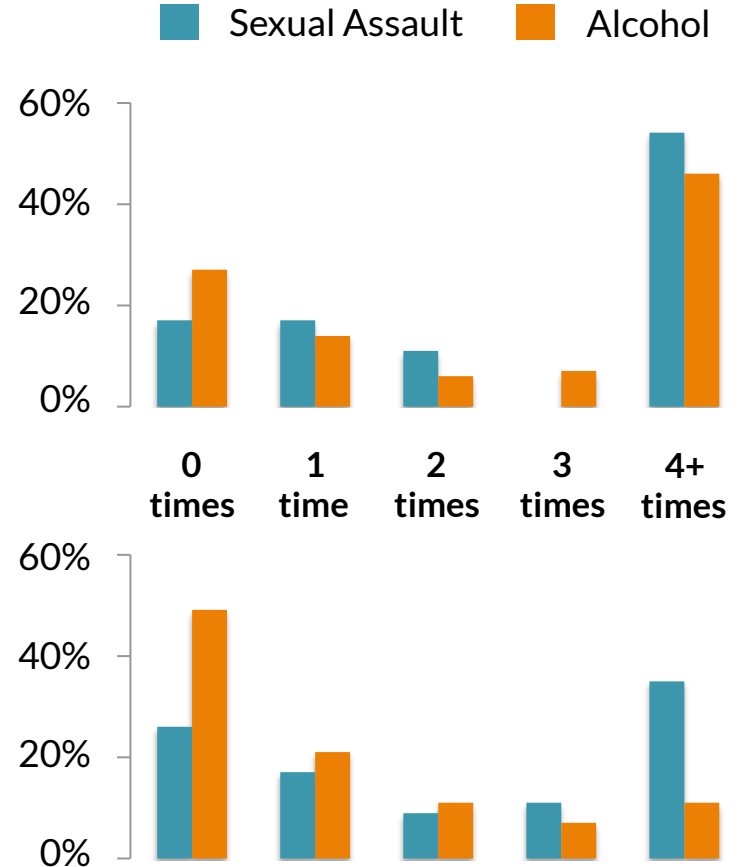
Visible Leadership on the Issues

Are student health, safety, and/or wellness mentioned as priorities in your institution's strategic plan?



How many times has your **VP of Student Affairs** publicly spoken about alcohol and sexual assault in the past 12 months?

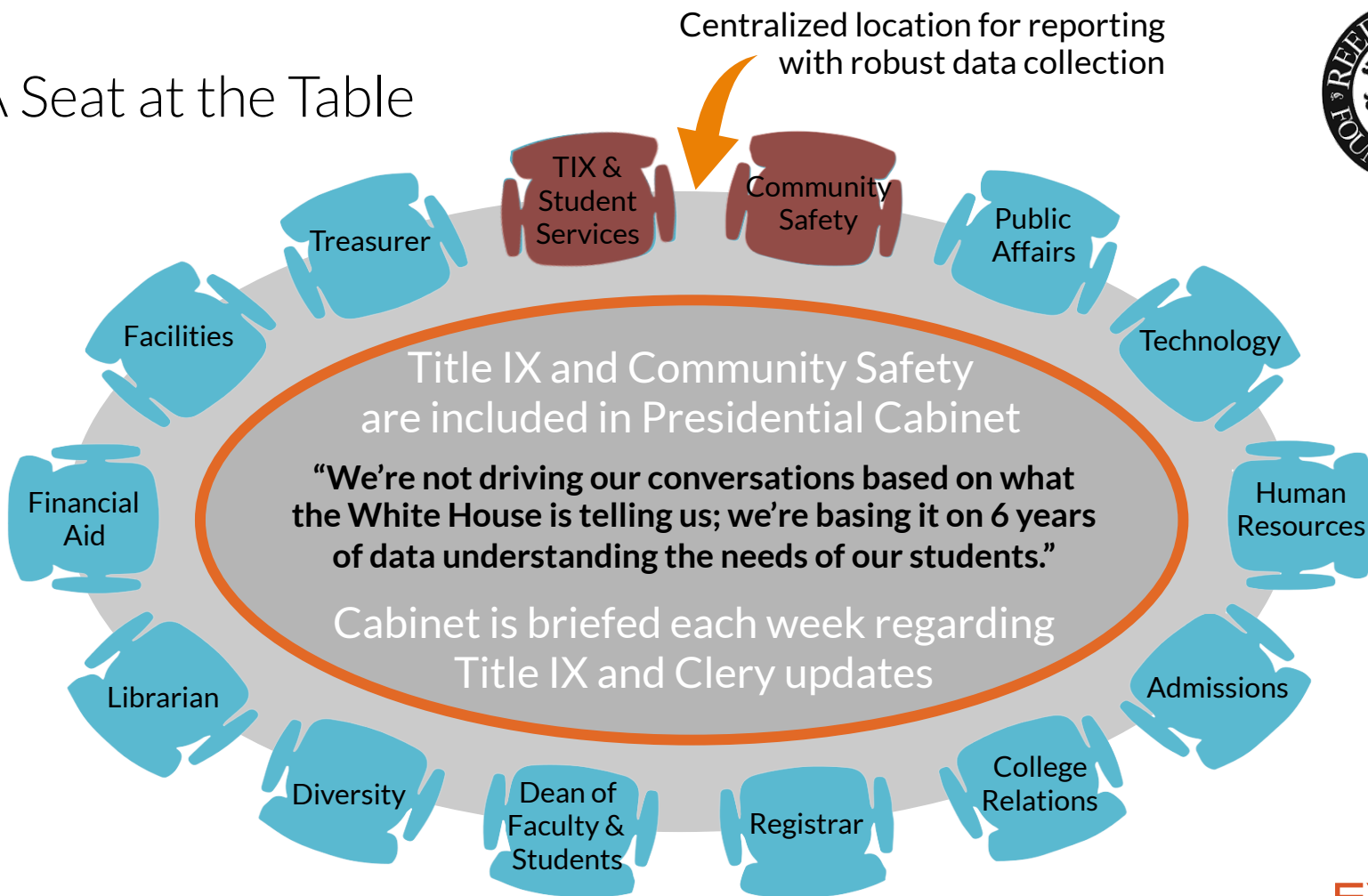
How many times has your **Chancellor or President** publicly spoken about alcohol and sexual assault in the past 12 months?



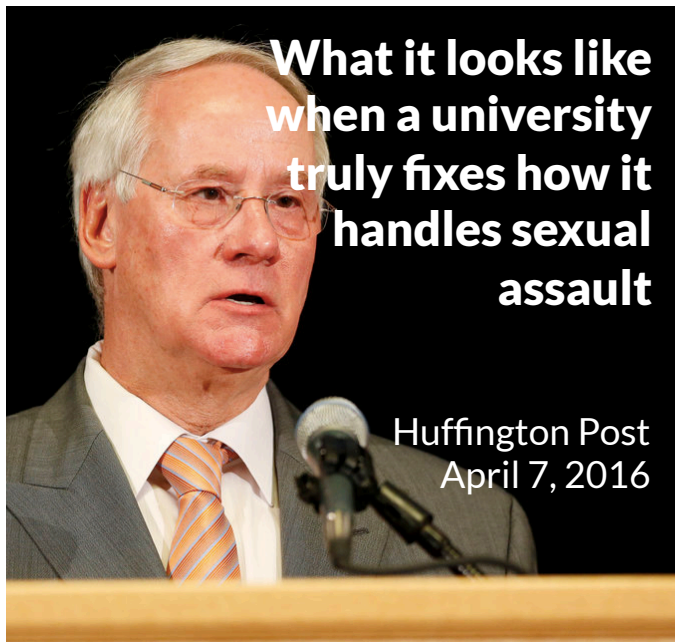
Source: EverFi SADI, N = 38; EverFi ADI, N = 72



A Seat at the Table



Drawing Upon Exemplars of Leadership



Ed Ray, PhD
President
Oregon State University



Joe Biden
Vice President
United States of America

How Do We Get the Ear of the President?



Reputation, brand, recruitment



Safety, liability, risk management



Fundraising, donors, costs



Regulations, policies, compliance



Enrollment, student success, retention

How Do We Get the Ear of the President?

Reputation, brand, recruitment



- “Party school” rank impacts recruitment/retention
- Positive recognition of proactive SA leadership

Safety, liability, risk management



- 40% of students feel school administrators could do more to protect them from harm

Fundraising, donors, costs



- \$2M+ lost revenue due to attrition over 4 years
- \$200k per SA claim resulting in litigation

Regulations, policies, compliance



- 55% of students have not received training on how to report a complaint of sexual assault

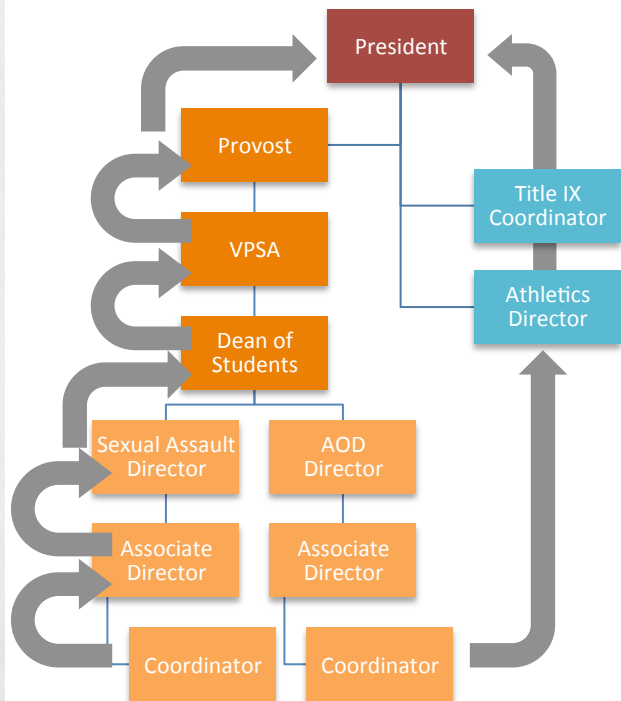
Enrollment, student success, retention



- 15% of attrition attributable to alcohol
- 51% of survivors have considered transferring

Getting to the Top: Working (Within) the System

STUDENT AFFAIRS ORG CHART



DIFFUSION OF INNOVATION

INNOVATORS

How can we be the leader in this?

EARLY ADOPTERS

Something new we can try?

EARLY MAJORITY

Has someone else done this?

LATE MAJORITY

What are most schools doing?

LAGGARDS

Are we being forced to do this?

STAGES OF READINESS

1. No Awareness
2. Denial/Resistance
3. Vague Awareness
4. Preplanning
5. Preparation
6. Initiation
7. Stabilization
8. Confirmation/Expansion
9. High Level of Ownership

"GRASSROOTS" STRATEGIES FOR ELEVATING PREVENTION

- **Student newspaper** – share info, get coverage, start convos
- **Campus event** – plan an event, invite leaders to speak at it
- **Build a coalition** – mobilize others around common goals
- **Write a report** – summarize key findings, highlight needs



Setting Reasonable Expectations for Progress

Dartmouth
under Title IX
investigation



Spring
2013

Moving Dartmouth
Forward steering
committee launched



Spring
2014

Phase 1:
Development and
design of project



Spring
2015
through
Summer
2015

All undergraduates
fully engaged with
SVPP experience

Fall
2015
through
present



Spring
2020

Committee on Student
Safety & Accountability
Report released

Dartmouth President
calls for comprehensive
and mandatory 4-year SA
prevention program for
undergraduates

Phase 2:
Implementation;
launch pilots for
Sexual Violence
Prevention Project
(SVPP); continued
development



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