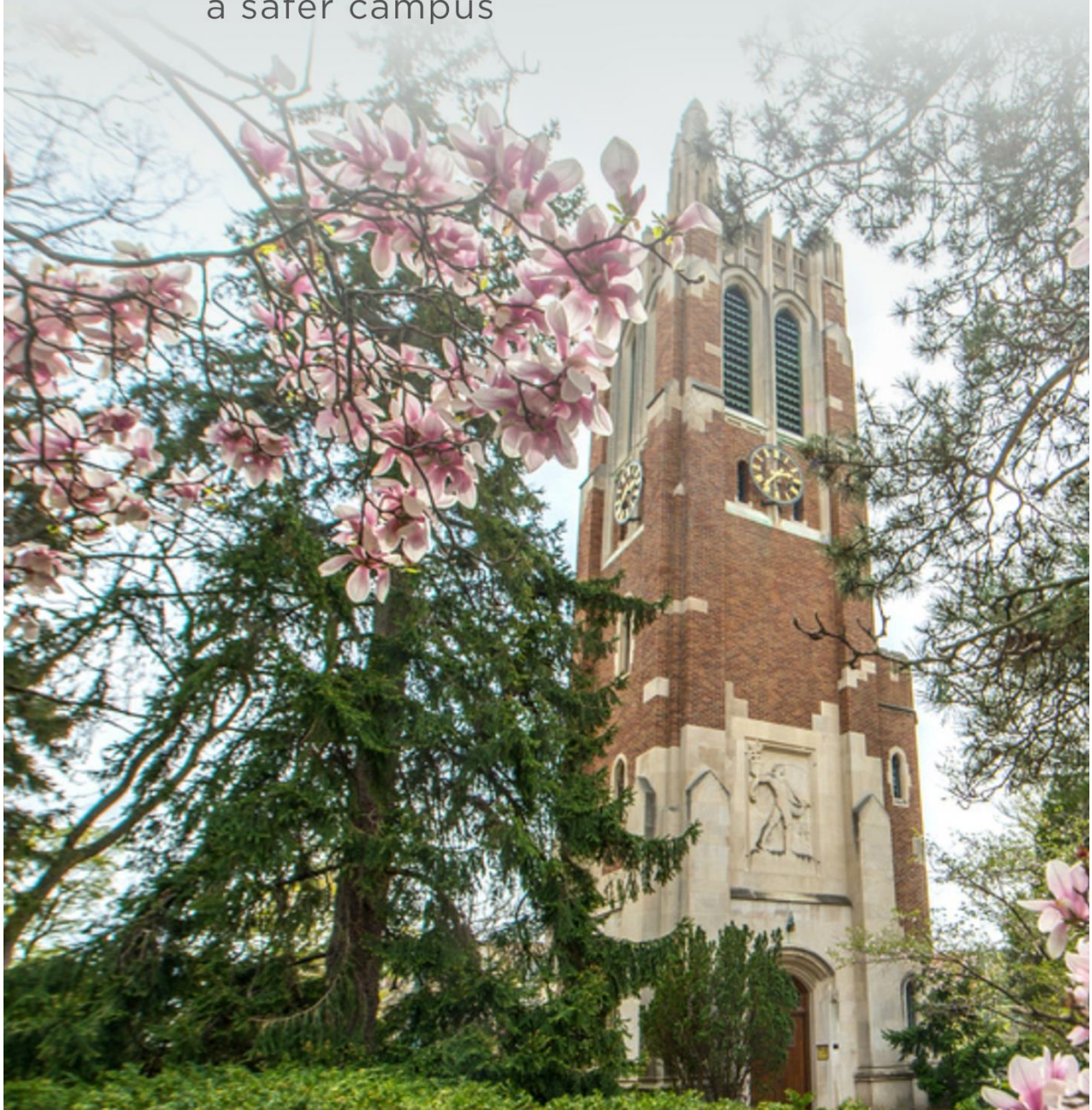




# MICHIGAN STATE UNIVERSITY:

Taking action to foster  
a safer campus



**January 2019**

## **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. Increased resources directed to response in recent months include expansion of MSU's Title IX office from 17 to 32 employees and authorized growth of the MSU Sexual Assault Program from 11 to 17 employees.

### **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 external review. More resources are being directed toward student mental health services. Third-party quality and safety assurance reviews assure delivery of our commitment to achieving the highest quality of patient care and safety standards.

- Former Interim President 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 Health Care 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.
- Andrea Amalfitano, director of MSU's Clinical and Translational Sciences Institute, was named interim dean to lead the College of Osteopathic Medicine. The appointment was made permanent in December.
- David Weismantel was named to the new position of executive director of Student Health and Wellness in July 2018. Reporting to Avellino, he will be in charge of all health and wellness services for students provided in Olin Health Center, the MSU Union, designated Neighborhood residence halls, and the Student Services Building.
- Claudia Finkelstein, an internal medicine physician and medical educator, was named in November 2018 to the newly created position of director of wellness, resiliency, and support for the vulnerable. She works with MSU health care providers to address care for vulnerable populations and is developing a wellness and resilience program for the College of Human Medicine's faculty and staff.
- A triage protocol to review all reported allegations or concerns of inappropriate practitioner-patient and practitioner-student interactions was implemented. A multi-disciplinary team is to review 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.
- The Board of Trustees in August 2018 approved creation of a new organization that encompasses MSU's colleges of Human Medicine, Osteopathic Medicine, and Nursing to be the multi-specialty group practice of the university. **MSU Health Care** will nurture a culture of safety, foster a more comprehensive and cost-efficient clinical practice, and increase research opportunities.

- MSU Health Care formed several internal committees to monitor and address critical issues in patient care. Those include panels focused on wellness and patient experience, quality and patient safety, peer review, credentialing, and a steering performance group.
- Policies on sensitive examinations and chaperones have undergone extensive reviews by the medical and nursing college deans and MSU Health Care 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 chaperone policy was revised in February 2018 to ensure uniform patient workflow and documentation.
  - 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 Health Care policies and procedures include:
  - Audits and training to mitigate knowledge gaps began in May 2018 with a majority of clinics audited and improvements noted. Another round of training and audit is scheduled before the end of the year, after which audits will be conducted annually.
  - A practice location policy identifies approved MSU Health Care practice locations.
  - Pre-employment drug testing was instituted in October 2018.
  - Improvement in the patient satisfaction survey system is underway.
  - Uniform signage for wayfinding is being installed in the clinical center. The development process included review by the patient advisory committee.
  - The organization is seeking independent peer review experts to assist with the review of sensitive cases.
  - MSU Health Care is evaluating replacement systems for its incident reporting system to have the ability to follow up and "close the loop" for reporting purposes.

- MSU is enhancing student-athlete medical care based on a comprehensive review by external sports medicine physicians.
  - Two athletic trainers were added to the 13 on staff, and all now report to medical supervisors instead of athletic department staff.
  - Chaperone and “consent to treat” policies now are aligned with those of MSU Health Care 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 followed through with a number of recommendations for improvements to student counseling and psychiatric services outlined in a 2016 report from Keeling & Associates.
  - Mark Patishnock was appointed director of **Counseling and Psychiatric Services (CAPS)** in June 2018 after a national search.
    - Based at Olin Health Center, CAPS is the campus unit providing multi-disciplinary, inter-professional mental health care services for students.
    - It is working to improve clinical collaboration and efficiency between counseling, psychiatry, primary care, and university and community partners to better provide holistic care for each student.
  - Since June 1, CAPS has hired eight full-time mental health providers
    - one psychologist
    - six generalist counselors
    - one embedded counselor housed in North Hubbard Hall
  - Caps currently offers 20 FTE counselors with plans to hire more, including counselors embedded in residential settings.
  - In total, CAPS will grow from 42.8 staff last year to a budgeted 59.8 positions in 2018-19, including 8-10 FTE of counselors this year.
    - Psychiatry services are provided by eight psychiatrists (4 FTE), one psychiatric nurse, and five clinical coordinators (4.5 FTE), plus psychiatric residents on rotation.
  - A second CAPS location opened on the third floor of the MSU Student Union in September 2018 to expand counseling capacity. Six providers were located there, with intent to eventually add four more.
  - CAPS redesigned its clinical intake process using student input to create tailored screening appointments to meet the unique needs of each student. This includes creating options for urgent screenings, routine screenings, consultations, and referrals to psychiatric care.
  - 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, then charges are billed to students' insurance.

- CAPS is working to enhance continuity of care for students. This includes offering students to continue to meet with the counselor who provided their screening.
- An office was dedicated at the Olin location to students who wish to speak with a counselor or advocate from both the Sexual Assault Program and MSU Safe Place, the office addressing relationship violence and stalking.
- A designated suicide prevention and critical incident response coordinator position was added and staffed by a licensed clinical social worker.
- 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 the MY SSP mobile 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 two-to-four week waiting time for services.
- A student mental health coalition was formed to create a unifying group for all MSU students and groups focused on mental health issues, in collaboration with CAPS.
- Group therapy and workshops expanded, including training for academic advisers and campus groups on how to identify, understand, and respond to mental health issues. Through October 2018, group utilization rose 150 percent from the prior year.
- Mental health staff have access to multicultural and competency training opportunities on a regular basis.

## **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.

- MSU's Office of Institutional Equity held five campus climate forums prior to the release of the second phase report to solicit feedback from students and employees. Suggestions for improving communications, education, and training, with consideration of special populations, were incorporated.
- 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. The Office for Civil Rights and Title IX Education and Compliance is collaborating with IT Services and with university communications units to explore new avenues for outreach.
- Other education and outreach 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 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.
- MSU coordinated a working group to ensure consistent and connected messages about relationship violence and sexual misconduct are sent as new students transition into MSU, beginning at orientation sessions and continuing throughout the academic year.
- MSU Prevention Outreach and Education (POE) was created at the RVSM Workgroup's recommendation to promote safety and improve quality of life by educating members of the MSU campus community on RVSM issues; eliminate violence on campus; empower staff, faculty, and students to become advocates for a non-violent community; and positively affect social change.
  - The department has grown to include a director, associate director and six prevention specialists, each with an area of expertise.
  - Since its creation, the department has created new opportunities for awareness and dialogue across campus through:

- Expanding faculty and staff training, collaboration and outreach around topics such as understanding the RVSM policy, navigating disclosures and supporting survivors.
  - Creating new training to better meet the needs of student-athletes and staff.
  - Developing outreach and education for graduate students.
  - Updating student orientation materials to place emphasis on self-empowerment, RVSM training requirements and awareness of support services.
  - Developing individualized plans to help departments address campus culture and climate.
- POE prevention specialists develop and deliver targeted programming for international students, LGBTQ students, and students involved in the Greek system.
  - The POE "Greeks Take the Lead" in-person education program was required for all fraternity and sorority registered student organizations for the 2017-2018 academic year, resulting in the training of about 4,000 students—nearly 50 percent more than the previous year.
- 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.
- In the 2017-18 academic year, 99 percent of nearly 53,000 students and 98 percent of employees completed training on RVSM prevention and reporting.
  - This year, in addition to online training for the entire campus community, MSU will conduct mandatory, in-person RVSM prevention programming for all first-year and transfer students, and in-person bystander intervention training for all second-year students.
    - More than 30,000 students, faculty, and staff received prevention training between April 30 and the end of 2018.



- 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.
- 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 the Academic Orientation Program with Title IX prevention 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.
- Students, faculty, and community partners joined a series of empowering and educational events during the "It's On Us" Week of Action Oct. 21-27, 2018. The events were part of MSU's commitment to prevent, respond to and raise awareness of relationship violence, sexual misconduct, sex and gender discrimination, and sexual harassment. Victims' rights advocate Beverly Gooden, creator of the #WhyIStayed social media movement, spoke and offered employee and student workshops.
- To institute clear institutional lines of accountability for monitoring legal, regulatory, and ethical requirements, former Interim President Engler established a new office in June 2018 to complement the university's existing internal audit functions and oversee development of a consistent ethics and compliance program and a framework for identifying, prioritizing, and managing risk.
  - Risk and compliance functions were further refined in November with appointment of former executive director of internal audit Marilyn Tarrant as an associate vice president and head of the newly organized Office of Audit, Risk and Compliance.

- Tarrant will report directly both to the Board of Trustees and to the president.
  - Responsibilities include revising the university's policies to provide clear ethical principles and behavioral expectations for all MSU employees and continued management of MSU's Misconduct Hotline.
  - The office will also continue the development of the MSU Policy Library, the official repository for all university policies which former Interim President Engler recommended to the board in August.
  - Additional positions, including an internal investigator, will be added even as the department maintains and coordinates with existing compliance staff in units across the university.
- Former 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.
  - New RVSM resources were added to the Spartan Resource Guide and Planner distributed to students.
  - MSU established a Youth Programs Policy in 2013, which has evolved over time.
    - MSU strengthened protections for youth participating in campus programs in May 2017. 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 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 hired a youth programs 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.
- More than 127 faculty and staff members working as directors or co-directors of youth programs—serving over 60,000 participants annually—registered with the MSU Office of the Director of Youth Programs by August 2018. Program registration deadlines will be set and new software will be implemented in the 2018-2019 academic year to register youth programs to allow more efficient program tracking.
- A new youth program registration, safety assurance, and education program website was launched to assist youth program directors and coordinators with their efforts to protect minors.
- The annual Youth Protection Workshop was expanded to a full-day program in March 2018.
- 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.
- Other program personnel trainings that have been facilitated include behavioral interviewing practices to prevent child maltreatment, implicit bias awareness, and surviving active shooter situations. Additional training programs for MSU youth program directors, such as addressing cyber-bullying, are planned for the 2018-2019 academic year.
- Program compliance audits commenced in summer 2018.
- 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 are being developed, including the topics of central policies, communication processes, and conduct rules for program participants.

## **Responding to Relationship Violence, Sexual Misconduct and Sexual Assault**

The University Policy on Relationship Violence and Sexual Misconduct (RVSM) 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.

- 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.
- Former 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 recommended increasing the number of therapists and victim advocates for MSU SAP, which last year served more than 650 clients and provided individual therapy to nearly 300 MSU students. It is a primary resource on campus for student sexual assault survivors.
  - The workgroup collaborated with the Michigan Department of Health and Human Services to secure grant funding through the Victims of Crime Act to create four full-time positions for MSU SAP, including two therapists and two victim advocates. MSU added funding for a crisis counselor and a supervisor, taking the office's authorized staff up to 17.
  - SAP added a "canine advocate" in April 2018 to lend emotional support to sexual assault survivors in police interviews and court proceedings.
  - A web-based service from the MSU SAP, Crisis Chat, became operational in August 2018 from 10 a.m. to 10 p.m. Accessed from the SAP's website, staff and volunteers provide crisis intervention to help clients process emotions and thoughts during a crisis, identify their natural supports, and locate resources and options.
- Upon recommendation of the workgroup, the MSU Safe Place program was shifted from Student Affairs and Services to Student Health and Wellness. The transfer will improve survivors' experiences and access to services, and increase opportunities

for referrals and partnerships between Safe Place and other Student Health and Wellness units.

- Based on another recommendation from the workgroup, MSU is creating a Sexual Assault Nurse Examiner (SANE) program that will offer 24-hour-a-day, first-response medical care to sexual assault survivors on campus.
  - The SANE program will be formed in tandem with the development of a new campus Sexual Assault Response Team (SART), which aligns advocacy, medical, legal and educational services for survivors and ensures trauma-informed practices across service sectors.
  - With this combined campus SANE-SART model, MSU will be able to implement national best practices in sexual assault response and better serve MSU community survivors.
  
- The workgroup, together with campus partners, developed two new resources for talking with sexual assault survivors and about RVSM:
  - A resource guide for how to plan trauma-informed meetings and seeking survivors' feedback, offering suggestions for how to work with survivors to obtain their feedback, advice, and suggestions on services, programs, and policies.
  - MSU Violence Free Communities developed a RVSM communications resource guide, which offers guidelines for public statements and responses on matters related to MSU RVSM reports, lawsuits, investigations, or other related matters.
  
- The face of MSU Title IX and civil rights efforts changed dramatically with the introduction of the **Office for Civil Rights and Title IX Education and Compliance**, created in March 2018 upon recommendation by the RVSM workgroup.
  - Boston-based Isaacson Miller was retained to conduct a national search to recruit a permanent associate vice president to lead the new office.
  - Reporting directly to the president, the stand-alone unit consolidates university RVSM education and enforcement and is dedicated to prevention of discrimination and harassment in all forms, with a particular focus on sex and gender discrimination, relationship violence, stalking, and sexual misconduct. Recent judicial Title IX decisions have only added complexity to MSU's responsibilities.
  - The new office represents a 77 percent increase in the number of employees dedicated to Title IX education and enforcement and includes the **Office of Institutional Equity (OIE)**, an investigation and enforcement arm, and the **Office for Prevention, Outreach and Education (POE)**.
    - The two offices work collaboratively, allowing complaint and enforcement data to inform prevention and education efforts, and transfer feedback from

- education training to those responsible for drafting and enforcing policies. The mutually informed efforts allow the university to create targeted prevention education while continuing to improve campus regulations.
- The office spearheaded a "Know More" awareness campaign in September 2018 to promote resources available to those in the campus community who are affected by sexual misconduct, relationship violence, and stalking.
    - Thousands of the campaign's "resource wheels" were distributed throughout campus and within the East Lansing community.
    - The campaign will continue to address education and resources throughout the school year.
  - POE focuses on outreach, emphasizing MSU's commitment to cultural change through increased knowledge and awareness. The office is staffed by a director, an associate director, full-time clerical support, and six 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 two report. The specialists include a faculty/staff education and community outreach specialist; a Sexual Assault and Relationship Violence Prevention Program and workshop specialist; a bystander network specialist; a graduate and professional student outreach and education specialist; and a male engagement specialist.
    - POE hired 84 peer educators in fall 2018—up from 64 in fall 2017.
    - POE conducted student and parent orientation RVSM education programs.
    - Through its office of prevention specialists, POE provides mandatory prevention education to the entire campus community (see above under prevention section).
  - OIE was originally established in 2015 and charged with responding to concerns related to MSU's Relationship Violence and Sexual Misconduct Policy and MSU's Anti-Discrimination Policy.
    - In 2018, OIE expanded to include two deputy directors, an additional investigator (for a total of 10 investigators), and a case manager. The office also added two resource coordinators, who are the primary points of contact for claimants and respondents throughout the investigation and adjudication processes, ensuring that individuals are connected with the supports and resources they need. The OIE:
      - reorganized to provide leadership, accountability, and to increase morale;
      - instituted consistency and transparency measures, including creation of a case processing manual, investigation report template, communications templates, and information sharing procedures that will enhance the quality and efficiency of investigations and bolster credibility with students and university partners;



- hired four new investigators, a law fellow, and is filling an additional investigator position;
  - worked with the MSU Police Department on new protocols to ensure that police notify OIE when investigating relationship violence, stalking, or sexual misconduct complaints.
- The **MSU Police Department** has made a number of improvements in how it responds to RVSM reports and is sharing its experience and expertise.
    - MSU Police created the Center for Trauma-Informed Investigative Excellence, focused on sharing best practices in trauma-informed, victim-centered investigations of RVSM reports. The training center is led by Lt. Andrea Munford, who has earned wide praise for her work with survivors of sexual abuse.
    - MSU Police became the primary responding agency for calls for service that occur at the Eyde MSU Health Care clinics and offices to prevent gaps in incident reporting, increase their physical presence, and to conduct safety and security trainings to clinic staff. Notifications were made to the Meridian Township Police Department and Ingham County 911 for jurisdictional awareness and appropriate dispatch.
    - The police department created and entered into memorandums of understanding with other law enforcement agencies in 2015 to improve response to relationship violence and sexual misconduct on campus and in the community, to respond appropriately to students and employees who have been victimized, and to gain awareness of off-campus incidents. The agreements currently include the Michigan State Police, the Ingham County Sheriff's Office, and police agencies in East Lansing, Lansing, and in Bath, Lansing, and Meridian townships.
  - MSU's **Office of the University Ombudsperson** is a confidential, neutral, independent, and informal resource to address conflicts between students and the university, and to promote student rights and responsibilities. Created in 1967, it is the longest standing organizational ombuds office at any college or university in the country. With the appointment of a new ombudsperson in July 2018, it expanded to two full-time ombuds to better address student questions and concerns regarding university policies and procedures, including the RVSM policy.

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