



## Second Annual Report on Equity & Integrity Initiatives

Office of the President

Academic Year 2016-17

### I. Introduction

Equity & Integrity initiatives of the Office of the President include institutional Equity & Title IX programming focused on non-discrimination and anti-harassment, as well as special projects of a limited duration. For Academic Year (AY) 2016-17, these projects included the final phase of the Task Force on the Lives & Careers of Women Faculty at AUB, and finalization of a comprehensive policy review by the Equity & Title IX Policy Working Group.<sup>1</sup>

This report provides an overview of key activities for **September 1, 2016 through August 31, 2017**.

The Equity & Title IX initiative serves a multifaceted academic, research, and healthcare campus with 8,851 students, 1,182 faculty, and more than 5,000 non-academic employees.<sup>2</sup> Efforts to support a non-discriminatory, equitable, and inclusive environment for the period covered in this report were primarily focused on 1) broadening awareness of basic rights and responsibilities, 2) implementing in-person and online training; and 3) effectively responding to incidents of discrimination/harassment, and 4) identification and certification of members of the Equity & Title IX network to be established in the fall of 2017.

For Academic Year (AY) 2013–14 and 2014–15, the Title IX Coordinator prepared an “Annual Report on Institutional Integrity” that included incidents reported to the Internal Audit Office (IAO).<sup>3</sup> Given the expansion of equity and integrity initiatives, and the independence of these efforts from those of the IAO, the President endorsed separate reporting for the Equity & Title IX program as of AY 2015-16 (“First Annual Report on Equity & Integrity Initiatives”).<sup>4</sup>

This is the second Annual Report on Equity & Integrity Initiatives.

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<sup>1</sup>Presidential Equity & Integrity initiatives are listed on <https://www.aub.edu.lb/president/Pages/equity-integrity.aspx>. For information related to Equity & Title IX institutional programming visit <https://www.aub.edu.lb/titleix>

<sup>2</sup>Source: Student and faculty data from the Common Data Set 2016-17 (AUB Office of Institutional Research and Assessment); staffing is an approximate number provided by AUB Human Resources.

<sup>3</sup>For Equity & Title IX annual reporting purposes the “Academic Year” is September 1 through August 31 of each year. Reports for AY 13-14 and AY 14-14 are available at <https://www.aub.edu.lb/president/Documents/Institutional-Integrity-Annual-Report-2013-14.pdf> and [https://www.aub.edu.lb/president/Documents/Institutional-Integrity\\_AY14-15.pdf](https://www.aub.edu.lb/president/Documents/Institutional-Integrity_AY14-15.pdf).

<sup>4</sup>The First Annual Report on Equity & Integrity Initiatives (AY 15-16) is available at <https://website.aub.edu.lb/president/Documents/Annual-Report-Equity-Integrity-Initiatives-AY15-16.pdf>

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## II. Equity & Title IX Policy Working Group

The Equity & Title IX Policy Working Group was formed by President Khuri, in consultation with senior leadership, in January 2016 and given a one-year mandate to formulate recommendations related to enhancing the organizational structure, policies, and practices related to discrimination including harassment. The Working Group was asked to conduct a comprehensive review of the policy framework developed by an earlier Task Force and approved in 2012, with a particular focus on AUB's response to sex-based discrimination and harassment prohibited by University policy and Title IX of the Education Amendments of 1972.<sup>5</sup> Associate Professor Brigitte Khoury, Department of Psychiatry in the Faculty of Medicine (FM), served as Chair, and the work was facilitated by Trudi Hodges, AUB's Title IX Coordinator based in the Office of the President.

### Members of the Group

- Brigitte Khoury (Chair), Associate Professor, Clinical Psychiatry, Faculty of Medicine
- Hanin Abdallah, Senior Lecturer, Management, Marketing, & Entrepreneurship, Olayan School of Business
- Rima Afifi, Associate Dean/ Professor, Health Promotion & Community Health, Faculty of Health Sciences
- Huda Nakad Bechara, Assistant Registrar for Computer Affairs, Office of the Registrar
- Maroun Ghazal, Director of Benefits, Human Resources
- Patrick Haddad, Graduate Student, Faculty of Arts & Sciences
- Trudi Hodges, Title IX Coordinator, Office of the President
- Gladys Honein, Assistant Professor, Hariri School of Nursing
- Zeina Kanafani, M.D., Director of Medical Students' Affairs, Faculty of Medicine
- Lara Nasreddine, Associate Professor, Nutrition & Food Sciences, Faculty of Agricultural and Food Sciences
- Bouchra Rahal, Assistant to the Provost for Academic and Faculty Affairs
- Kassim Shaaban, Professor, English, Faculty of Arts and Sciences
- Saadallah Shalak, Chief of Protection
- Issam Srour, Associate Professor, Civil and Environmental Engineering, Faculty of Engineering and Architecture

### A. Consultative Process & Key Recommendations

The Group met for seven (7) extended consultative discussions between February 2016 and January 2017, and finalized the comprehensive review of the University's institutional policy, process, and resource framework for addressing discrimination and discriminatory harassment in February 2017. The specific policies reviewed are detailed in **Section VI.A.4** below.

The Policy Working Group submitted its report, "Equity & Title IX Policy Working Group – Final Report & Recommendations" to the President on February 21, 2017. Members of the

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<sup>5</sup> Title IX of the Education Amendments of 1972 is a gender equity law that prohibits sex or gender-based discrimination in institutions that participate in U.S. federal funding. AUB is subject to Title IX as a participant in U.S. federal funding programs including Title IV Financial Aid. See 20 U.S.C. § 1681(a); see also 34 C.F.R. § 106.31(a); 28 C.F.R. § 54.400(a).

Group presented the major recommendations to the President and Chief of Staff Mary Jabre in a meeting on March 29. Key organizational and policy recommendations include the following:

### **Key Recommendations: Institutional Framework & Support**

- Establish an Equity & Title IX Advisory Council as a high-level advisory body to the President and the program;
- Establish a network to include Deputy Title IX coordinators as needed in Faculties/Schools and administrative units, and a pool of panel members eligible to serve on investigative panels;
- Align title and job description of Title IX Coordinator with approved position (Institutional Integrity /Title IX Officer) that reflects actual responsibilities;
- Reactivate the process of recruitment of a full-time Ombuds and appoint a part-time Ombuds as an interim solution;
- Provide dedicated administrative support to the Equity & Title IX initiative; and
- Provide resources commensurate with program objectives and structure, and the size and complexity of the constituencies served.

### **Key Recommendations: Policies & Processes**

- Formulate a unified University-wide policy that: a) addresses all forms of protected-base prohibited discrimination and harassment currently covered under two distinct policies and processes, and b) integrates the separate Medical Center policy related to harassment of patients (or aligns it with the University-wide policy);
- Include ‘sex’ and ‘sexual orientation’ as specific protected characteristics in the non-discrimination policy framework; and
- Establish parameters on consensual romantic and sexual relationships between students, and faculty/staff.

Based on the major recommendations, endorsed in principle by the President, the Title IX Coordinator will draft revisions of the multiple policies under review for submission to the Policies and Procedures Review Committee (PPRC), and subsequently to the Board of Deans, Provost, Senate, President, and Board of Trustees. It is anticipated that the Advisory Council, once formed, will advise throughout the policy development process, and that additional consultation will be conducted with the Medical Center.

### **III. Task Force on the Lives & Careers of Women Faculty at AUB**

President Fadlo R. Khuri, MD took a significant step in assessing gender equity at AUB by establishing the first “Task Force on the Lives & Careers of Women Faculty at AUB” in December 2015. The membership and charge are provided in **Appendix A**. The Task Force was given a one-year mandate to collect and analyze quantitative, qualitative, and comparative data on which to base recommendations related to gender outcomes in professional status, career trajectories, and work-life balance. Co-chaired by former Dean of the Faculty of Health Sciences (FHS) Huda Zurayk, and Professor Howayda Al-Harithy, Department of Architecture and Design, Faculty of Engineering and Architecture (FEA), the Task Force included faculty

and staff from across the University. The Task Force submitted its report to the President in December 2016, and presented to the Board of Deans in February 2017.

#### **IV. Equity & Title IX Programming**

The Equity & Title IX initiative is responsible for coordinating AUB's response to discrimination including discriminatory harassment, with a focus on sex or gender-based discrimination prohibited by Title IX. The program was relocated in September 2015 from the Office of the Provost to the Office of the President. An online resource page for non-discrimination, anti-harassment, and Title IX can be accessed at [www.aub.edu.lb/titleix](http://www.aub.edu.lb/titleix).

The program is foundational, which offers opportunity as well as significant challenges. The opportunity is to build a program that is responsive to the University's context, constituencies, and institutional culture—rather than replicative of U.S. models. A major challenge is that the work requires multidimensional responses across diverse functions: a) grievance and discipline; b) education, prevention, and awareness; c) public health (wellness of victims/survivors and bystanders), and d) policy, compliance, and legal.<sup>6</sup> Specific challenges include the size and complexity of the AUB community, the organizational culture and social context, widespread lack of awareness of rights and responsibilities, and the absence of complete historical data on which to base activities and practices.

Overall efforts are centered on cultivating a safe and non-discriminatory environment by working across interrelated sectors addressed in this report as follows:

- Key Activities, AY 2016-17 (**Section VI**)
- Ancillary Integrity Activities (**Section VII**)
- Key Objectives and Achievements (**Section VIII**)
- Major Challenges (**Section IX**)
- Overarching Goals & Activities for AY 2017-18 (**Section X**)

##### **A. Staffing & Program Resources**

Prior to the announcement of AUB's first Title IX Coordinator in August 2014, University efforts were primarily limited to investigation of formal complaints, a process that continues to be heavily dependent on panel service by faculty and staff members.<sup>7</sup> Awareness activities prior to AY 2014–15 involved orientation sessions conducted by Dr. Brigitte Khoury for

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<sup>6</sup> Peter F. Lake, "Embracing the Spirit of Title IX: The 'Four Corners of Title IX' and an Education-Based, Public Health-Oriented Approach to Regulator Compliance", 2015,

[http://www.acha.org/documents/Programs\\_Services/webhandouts\\_2015/TH4-291\\_Lake.pdf](http://www.acha.org/documents/Programs_Services/webhandouts_2015/TH4-291_Lake.pdf)

<sup>7</sup> Over the three-year period (AY 2014-15 to AY 2016-17), 61 faculty members and seven (7) staff served on 22 different panels formed by the President or the Provost to investigate integrity issues including discrimination. This does not include investigations by other departments such as Internal Auditing. Higher education institutions in the U.S. are increasingly utilizing fulltime investigators rather than volunteer panels to conduct evaluations. The existing model of panel investigations is considered most appropriate for AUB given that peer-based panel investigations are widely used for various resolution processes (e.g. grievance, discriminatory harassment, and research integrity), and entail extensive procedural protections to ensure equity for all parties in the process. Unlike in the US, there is not a pool of qualified (and independent) investigators with experience in HR or higher education who could be readily engaged for this work. AUB policies and protocols are in place to address any actual or perceived conflict of interests arising from faculty and staff service on fact-finding panels.

incoming students and faculty, and an overview of the applicable policy by AUB Human Resources (HR) for new non-academic employees. The previous Task Force (2010-11), which developed the current policy framework approved in 2012, recommended two fulltime positions for these efforts: 1) Institutional Integrity Officer/Title IX Coordinator and 2) Ombuds. These positions, if filled as initially planned, would have resulted in cumulative FTE staffing of 6.0 for the past three academic years, compared to the approximate FTE staffing of 2.1 for the period (1.9 FTE Title IX officer and 0.2 Graduate Assistant).

#### **AY 2014-15**

- Assistant to the Provost for Special Projects/Title IX Coordinator based in the Office of the Provost allocated approximately 30% to Equity & Title IX and 70% to special projects other than non-discrimination/harassment and Title IX.
- Program funding was provided for the annual training for the Title IX Coordinator (Section V.B.4 below).

#### **AY 2015-16**

- Title IX Coordinator allocated approximately 70% of efforts to Equity & Title IX and 30% to other assignments including policy development, policy software implementation, advising on internal resolution processes, and coordinating with external general counsel.
- The Office of the Provost provided funding for the annual training for the Title IX Coordinator and critical administrative support on an ad-hoc basis.

#### **AY 2016-17**

- Title IX Coordinator allocated approximately 90% to Equity & Title IX efforts.
- Part-time graduate assistant (14-20 hours/week when classes are in session or FTE≈0.20).
- Dedicated programming funds allocated for online and in-person training, awareness activities, and incident reporting software.

### **V. Incidents Reported & Resolution**

Prior to AY 2014-15, records of reported incidents were not systematically archived and centrally compiled. Since 2014-15, reports are centralized in the Office of the President by the Title IX Coordinator, and more detailed information is being tracked. Total reported incidents of all forms of protected-base discrimination<sup>8</sup> including discriminatory harassment reported to AUB’s central administration for each of the past four (4) academic years are:

- 2013-14: 18
- 2014-15: 16
- 2015-16 17
- 2016-17 52

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<sup>8</sup> AUB’s Non-Discrimination Policy (2015) protects against discrimination based on “race, color, religion, age, national or ethnic identity, gender or gender identity, marital status, disability, genetic predisposition or carrier status, alienage or citizenship status, political affiliation, or any legally protected characteristic, in its programs and activities to the fullest extent permitted by Lebanese law.” Although sex is not explicitly included in the current policy, sex discrimination is prohibited by Title IX as noted previously, and AUB interprets its policy against gender-based discrimination as prohibiting sex-based discrimination. AUB’s policies also explicitly prohibit sexual harassment.

The upward trend is significant—reflecting greater awareness, willingness to report, and progress towards a level of reporting that is commensurate with the size and complexity of AUB. Underreporting is a major challenge at all institutions. Although quantitative data is not yet available to indicate the extent of underreporting and the underlying reasons, key concerns conveyed by multiple members of the AUB community include: a) fear of not being believed or of being blamed, b) fear of retaliation, c) shame, d) lack of awareness of protections and reporting obligations, e) lack of confidence in the process, f) privacy and confidentiality concerns, and g) cultural norms.

**A. Summary of Incidents Reported (AY 2013 - 2017)**

**1. Incidents Reported**

An overview of reported incidents of alleged sex-based or gender-based discrimination (including sexual harassment) between 2013 and 2017 are provided in **Table A** below. For AY 2013-14, the information was compiled from information provided by various offices across campus. For the subsequent three years, the information includes all reports submitted to the Office of the President. An overview of outcomes is also provided to the extent possible without compromising the confidentiality of the reports.

**Table A.** Incidents of prohibited discrimination and harassment reported to the Office of the President, Academic Years 2013-14 to 2016-17

ACADEMIC YEAR	PRIMARY LOCATION REPORTED			TOTAL	ALLEGED MISCONDUCT (Multiple categories may be reported)				PROCESS		OUTCOME					
	MAIN CAMPUS	MEDICAL CENTER	OFF CAMPUS (INCLUDING ONLINE)		SEXUAL MISCONDUCT INCLUDING SEXUAL HARASSMENT	OTHER SEX or GENDER-BASED DISCRIMINATION	RETALIATION	OTHER PROTECTED-BASE DISCRIMINATION	INFORMAL	FORMAL PANEL	NOT ACTIONABLE (Including Anonymous)	INFORMAL RESOLUTION & REMEDIES	VIOLATION OF POLICY & SANCTIONS and/or REMEDIES	NO VIOLATION OF POLICY	WITHDRAWN	PENDING
13-14	11	6	1	18	17	1	0	0	13	5	7	NA	8	2	1	0
14-15	11	4	1	16	12	3	2	2	9	7	7	2	4	2	1	0
15-16	8	6	3	17	14	1	1	1	13	4	5	9	2	0	1	0
16-17	30	13	9	52	37	6	0	9	43	9	12	31	7	2	0	0

**Note:** For this report, multiple incident reports related to a formal panel process or review are considered a single “incident report”. Academic year for annual reporting purposes is September 1 to August 31.



## 2. Outcome - Sanctions & Other Remedies

According to University policy the President, based on the recommendations of the fact-finding panel, determines the outcome of a formal investigation and sanctions if any to be imposed. Depending on various considerations including the severity of the incident(s) and pattern history (if any), remedies/sanctions may include the following:

- **Faculty/staff:** Awareness training, counseling, no contact orders, official warnings, disciplinary probation, freeze on promotion/raises, loss of privileges (supervisory, committee, voting, etc.), paid or unpaid leave, or termination.
- **Students:** Training or counseling, no-contact directives, official warning(s), loss of privileges, suspension, or expulsion.

The University addressed all reported incidents in AY 16-17, with nine (9) of the 52 reports for 2016-17 processed through a formal panel investigation of sex-based discriminatory harassment. One (1) of the nine (9) formal investigations involved two (2) responding parties for a total of 10 individuals; three (3) of these were found *not responsible* for a policy violation. Seven (7) were found *responsible* for a violation of AUB policy, with sanctions ranging from suspension and official warnings, to termination of three (3) employees.

## VI. Key Activities – Academic Year 2016-17

Key program activities for AY 2016-17 are summarized according to the following sections:

- Institutional Structure & Policy (**Section VI.A**)
- Organizational – Alternative Reporting Mechanism (**Section VI.B**)
- Education, Awareness & Prevention (**Section VI.C**)
- Student Outreach & Engagement (**Section VI.D**)
- Campus Climate & Assessment (**Section VI.E**)
- Collaborations (**Section VI.F**)

### A. Institutional Structure & Policy

#### 1. Background – Faculty Service

Faculty advocacy, beginning in the early 2000s, was key to the establishment of the current Equity & Title IX initiative, which coordinates the University's efforts related to non-discrimination. There is a focus on sex-based discrimination including sexual harassment, as these issues represent the majority of incidents reported in recent years.<sup>9</sup> Faculty have been proactively involved in committees formed to review policies and processes including in 2000-02 to develop the first framework for addressing discrimination and discriminatory harassment, and in 2011-12 to update the policies and procedures (which are currently in use). Most recently, thirteen (13) faculty and staff, and one (1) graduate student, served on the Equity &

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<sup>9</sup>See Table A: 91 of 103 (or 88%) cumulative incidents reported between 2013-14 and 2016-17 were sex-based discrimination or discriminatory harassment.



Title IX Policy Working Group (2016-17) that finalized a comprehensive policy review in February 2017. The recommendations of the Group are being used to develop updated policies.

### **Panel Service**

Extensive faculty service has also been critical to AUB's ability to evaluate formal allegations related to institutional integrity—discrimination, sexual harassment, research misconduct, authorship dispute, etc. The panel process involves a thorough and impartial review—conducted by peers—that provides equity to both parties in the process, and a sound basis for the decisions taken. **Sixty-one faculty members and seven (7) staff served on 22 different panels** formed by the President or the Provost to investigate integrity issues including discrimination/harassment for the three-year period from AY 2014-15 to AY 2016-17.

## **2. Equity & Title IX Network**

Based on the recommendation of the Equity & Title IX Policy Working Group (**Section II** above) the President identified—in consultation with senior leadership—members of an institutional network to support program efforts.

The network, to be formally announced in the fall of 2017, includes:

- **Advisory Council – 6 Members**
  - Serves as a high-level advisory body both to the President and to the program. (Three members also serve as Deputies within their respective Faculty).
- **Deputy Title IX Coordinators – 15 members**
  - Representing each Faculty/School and select administrative units; deputies serve in an ancillary capacity within their Faculty/School or unit, and actively support overall Equity & Title IX programming efforts.
- **Additional faculty and staff (33 members)** qualified to serve at the request of the President (or Provost if designated by the President) on fact-finding panels formed to investigate formal complaints of discrimination or harassment.

The network will significantly expand the University's capacity to effectively respond to allegations of sexual harassment and other forms of discrimination prohibited by AUB policy. Constituents will be able to get information and support either directly from the Title IX Coordinator or from one of the Council members or Deputy Title IX Coordinators. In addition to providing a network of accessible and private resources across campus, the faculty and staff will offer invaluable localized knowledge that can be leveraged to improve program responsiveness.

All members of the network—51 individuals—participated in ATIXA Title IX certification training in May 2017 on campus, positioning AUB as the only university in the region with a robust Title IX program supported by an extensive and highly qualified network of volunteer faculty and staff.

### **3. Comprehensive Policy Review**

The Title IX Coordinator facilitated the work of the Equity & Title IX Policy Working Group, providing subject matter expertise, background research and references for models/best practices, as well as regulatory guidelines to inform the process. As detailed in Section II above, the Group finalized its work and submitted its report, “Equity & Title IX Policy Working Group – Final Report & Recommendations” to the President in February 2017.

### **4. Policies Reviewed**

The Equity & Title IX Policy Working Group (**Section II**) reviewed and developed recommendations related to AUB’s institutional practices, policies and processes for addressing discrimination including discriminatory harassment. Specifically, the Group completed a comprehensive review of the current policy framework that includes four (4) policies and two (2) distinct processes.

The overarching policy that serves as the basis for the other policies that address discrimination is AUB’s [“Non-Discrimination Policy”](#) (May 2015). The two (2) distinct and primary policies and associated processes for responding to student, staff, and faculty grievances that are of a non-academic nature are the following:

**Process 1** - The “discriminatory harassment” process is based on the following: a) [“Policies Concerning Sexual and Other Discriminatory Harassment”](#) (December 2012), and b) [“Procedures to Address Formal Allegations of Sexual and Other Discriminatory Harassment”](#) (December 2012)

**Process 2** - The grievance process is applicable to discrimination (other than discriminatory harassment) as well as other forms of non-academic misconduct. It is based on the following policy document: [Grievance Policy and Procedures](#) (May 2015)

### **5. Next Steps – Policy Review Process**

Work is underway to translate the recommendations of the Policy Working Group into draft policies, and to conduct additional consultation with the PPRC, the Advisory Council, the Medical Center, legal counsel, and others as warranted. The Title IX Coordinator, as policy champion, is directing the development of the proposed revision to the four (4) policies that address discrimination as noted above. The Advisory Council will actively advise throughout the policy development process.

#### **B. Organizational – Alternative Reporting Mechanism**

AUB launched a third-party reporting platform, [EthicsPoint](#), in November 2016 as a secure, alternative reporting mechanism for incidents of discrimination and discriminatory harassment.

Although the AUB context is not directly comparable to that of U.S. based universities, in a recent survey conducted by the Association of American Universities (AAU) on 27 campuses,

55% of female students and 48% of all students report being victims of sexual harassment, yet only 7.7% reported the harassment to a campus official.<sup>10</sup> At AUB, students have informally shared that they would not report sexual harassment due to fear of retaliation, shame, doubt that any action will be taken, weak understanding of what constitutes harassment, and confidentiality concerns.

A basic strategy to improve reporting rates is to provide multiple and accessible mechanisms for students, faculty, and staff to report. Following review of available solutions, President Khuri approved the use of EthicsPoint on a pilot basis for incidents related to discrimination and harassment, as a complement to current reporting methods (in-person, by email, phone, etc.).<sup>11</sup> The online reporting platform is integrated with a case management solution that supports the work related to harassment and discrimination across three interrelated levels: reporting, institutional response, and risk management and compliance. Specifically, the system facilitates:

- Improved reporting rates by providing an independent (third-party) mechanism for submitting anonymous (and/or confidential) reports;
- More consistent and timely institutional response to reports of harassment and discrimination;
- Compilation of current and historical data in a searchable database;
- Early detection of issues and/or patterns within particular areas or involving certain individuals;
- Sharing of confidential case file information through role-based access; and
- Consolidation of comprehensive data for programing, assessment, reporting, and internal/external compliance reviews.

### **C. Education, Awareness, & Prevention**

Awareness of rights, responsibilities, and resources related to non-discrimination and specifically Title IX has significantly improved across campus as a result of increased communications, program activities such as in-person and online training, student outreach efforts, and strategic collaborations with related programs and initiatives.

The KIP Project on Gender & Sexuality, directed by Associate Dean of OSB Charlotte Karam, also contributed positively to awareness of and sensitivity to the issues that are addressed by the Equity & Title IX initiative. KIP focused its final conference on March 21, 2017 on “Harassment and Discrimination”, generating heightened interest on campus in the issues addressed by the program. Dr. Brigitte Khoury, now Chair of the Title IX Advisory Council, and the Title IX Coordinator Trudi Hodges, participated in a panel discussion as part of the conference.

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<sup>10</sup> Source: Cantor, D. et al, (2015). “Report on the American Association of Universities (AAU) Campus Climate Survey on Sexual Assault and Sexual Misconduct”, (Tables 4-1 and 6-2), Westat.

<sup>11</sup> EthicsPoint is a major provider of compliance solutions for organizations worldwide and is utilized by a number of prominent U.S. universities including Baylor, Cornell, MIT, and Penn. Anonymous reports can be submitted to AUB at <https://secure.ethicspoint.eu/domain/media/en/gui/103357/index.html>

## **1. Communications & Orientations**

### Expanded online resources

- The website was redesigned in 2016-17, to include FAQs on AUB policies, Title IX, reporting, and other “get help” resources. Sub-pages were also established for FAQs on the student online “Campus Clarity” training, and a guide for mandatory reporters.
- “Title IX” was added by the Office of Communications to the main menu of AUB Mobile.

### Awareness campaign (posters & stickers)

- With the help of the Title IX Student Action Committee, two awareness campaigns were launched.
  - The first was launched in November 2016 to coincide with the 16 Days of Activism campaign. This included three (3) posters, with Arabic and English versions, that aimed to sensitize the campus to Title IX, spread awareness about the protected categories under AUB policy, and encourage reporting.
  - The second campaign included a “Know Your Rights and Resources” flyer, which was developed and designed in spring and summer 2017. It was accompanied in March 2018 by stickers, developed by student volunteers on the committee, that proclaimed “No harassment and discrimination at AUB.” The stickers were distributed around campus, with permission of the administration, and continue to be used as branding by student volunteers. The flyers are used in orientations, events, and trainings.
- Email communications (President & Dean of Students): Resource information related to Title IX has been sent via email reminders to the entire AUB community from both the President and the Dean of Students in recent academic years.
- The President announced required Title IX training for employees in fall 2015, and required online training for faculty, managerial staff, and students in March 2017.

## **2. Awareness & In-person Training Sessions**

The Title IX office routinely offers brief information sessions during all new student orientations, and conducts a longer (45-minute) training session for new faculty.

Since November 2015, following the announcement by President Khuri that all employees would be required to participate in discrimination and harassment sensitivity training, 84% of managerial staff and 68% of non-managerial staff under the jurisdiction of Campus HR have been participated in two-hour training sessions. The training was developed by Assistant Director of HR for Learning & Development Zeina Tomey, in collaboration with the Title IX Coordinator and Training & Learning Coordinator George Bitar. Ms. Tomey developed an Arabic version of the training for non-managerial employees and specific cohorts such as security and gym personnel. The following participation rates have been achieved for Campus-HR staff:

Category	Number	% of Total
Managerial	316	84%
Staff (non-managerial)	508	61%
Total	824	68%

### 3. Online Training

A number of possible training solutions were identified by the Title IX Coordinator who worked in coordination with Campus Human Resources, IT, Student Affairs, Financial Planning, and Procurement—to review all options and to select Campus Clarity/Lawroom (now “Everfi”) as the provider of an online solution.

The platform has allowed the program to scale up Title IX awareness training in a timely and cost-effective way. The solution offers separate learning management systems for students (Everfi/CampusClarity) and for faculty/staff (Everfi/Lawroom), and features that enable administrator rights to be granted by group or by location. The online educational platform:

- Provides an efficient, cost-effective, and accessible mechanism to rapidly expand awareness of campus climate issues, University policies, and resources;
- Supports an enhanced institutional response to discrimination and harassment;
- Better positions the University in terms of compliance; and
- Signals to the AUB community the importance of these issues.

The possibility of developing in-house online curricula was discussed but it was determined that the resources required—for staffing, content development, technical, and legal expertise—far exceed those currently available.

#### **Student Online Training**

With the support of the Office of the President, online training “Think About It” was launched for students in March 2017. As of August 31, 7,800 students have completed the course with the following participation rates:

- 96% (6,295 of 6,578) – Undergraduate
- 88% (1,505 of 1,702) – Graduate
- **94% (7,800 of 8,280) - Total**

**Student Ratings of “Think About It”:** The overall rating of the course was positive: 4.1/5 for the undergraduate course, with 5,164 reporting, and 4.3/5 for the graduate course, with 1,184 reporting. Many students reported the course was useful and informative, but common criticism was that it was too long and is not fully applicable to a Lebanese setting, as the characters and legal information are based on a U.S. college setting. In focus groups in November 2016, students reported that they are able to extrapolate relevant points for their own context, but this is still a concern. There is no similar online training for students (or faculty and staff) that is contextual to Lebanon or the region.

## **Faculty/ Staff Online Training**

For faculty, the online module, “Anti-Harassment & Title IX” designed for higher education institutions, was launched in July 2017. The initial objective of the training solution is to support—through education and greater awareness—a non-discriminatory learning and working environment. The training will be extended to professional non-academic staff during AY 2017-18.

### **4. Professional Development**

#### **Equity & Title IX Network**

In order to ensure that all members of the institutional network to be established are qualified to support the Title IX efforts, certification training was organized on campus in May 2017.

Fifty-four (54) faculty and staff participated in the 2.5 day ATIXA (Association of Title IX Administrators) training provided by an expert from its parent organization, the NCHERM Group. The agenda was specialized for AUB and designed to provide a base of knowledge with a focus on skill-building through case studies and scenario discussions. Participants received a Level V–Title IX Coordinator/Bias & Cultural Competencies certification. The course description includes the following: “A major component of the training will focus on how bias, either conscious or unconscious, can impact decision-making. The course will include an in-depth exploration of defining and reducing micro aggressions, coupled with a train-the-trainer focus, offering attendees practical tools and teaching materials that can be applied to their schools and organizations.”<sup>12</sup> In addition to enhancing compliance with respect to regulatory guidance, the training supports effective and consistent implementation of best practices, policies, and procedures.

While the training was centered on addressing campus sexual misconduct including sexual harassment, the principles and skills can be applied in other investigation processes.

#### **Title IX Coordinator**

The Office of the President supported the participation of the Title IX Coordinator, for the third consecutive year, in the ATIXA annual certification training held January 23-27, 2017 in the U.S.

### **D. Student Outreach & Engagement**

The Title IX Student Action Committee is a team of students dedicated to addressing and preventing discrimination and harassment at AUB, as they relate to gender, sex, and beyond. The group was started in fall 2016 by volunteers representing various student clubs, including the Feminist Club, Gender and Sexuality Club, Red Oak, and Secular Club. In order to formalize its work and expand its reach to more students, the group reformed as an “action committee” in January 2017 after an open application period. This resulted in 15 members, from FAS, HSON, FEA, FAFS, FHS, and representing multiple countries. The group focused on

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<sup>12</sup>See <https://atixa.org/events/training-and-certification/coordinator-certification/#coordinatorlevelfive>

developing awareness, advocacy, and/or action programming on campus and supporting existing Title IX initiatives. The fall 2016 activities focused on:

- Identifying student priorities around harassment and discrimination;
- Providing feedback to the office on student engagement, website and communications, and reporting processes;
- Launching an awareness campaign around the November 2016 “16 Days of Activism”;
- Participating in feedback sessions for the Campus Clarity training; and
- Establishing the goals of the group and a system for a formal committee in January 2017.

For the spring 2017 term, the committee activities included:

- Launching a Title IX awareness campaign for campus, with Title IX stickers and “Know Your Rights and resources” flyers, as well as an information booth—through these outreach efforts, the committee established an extensive volunteer list.
- Developing resources, including a 2.5-hour orientation for committee members, to increase capacity/knowledge of the group.
- Presenting at the Knowledge Is Power (KIP) event in March 2017, on the role of student activism around harassment and discrimination.
- Supporting the “Fireside Chat with Mashrou’ Leila” sponsored by KIP in collaboration with the Title IX office.
- Co-organizing and participating in a May 2017 training on Bystander Intervention for 50 students, facilitated by a representative of NCHERM/ATIXA.

### **E. Campus Climate & Assessment**

Lack of data at AUB related to overall campus climate, and more specifically to the incidence of discrimination and harassment, is a significant challenge to building a responsive Equity & Title IX program. Campus “climate” generally refers to how various constituencies—both individuals and groups—experience membership in the campus community, and the quality and extent of their interactions.

Dr. Brigitte Khoury, Clinical Psychologist in the Faculty of Medicine and Principal Investigator, in partnership with Trudi Hodges, AUB’s Title IX Coordinator, secured funding in April 2016 for a comprehensive survey of AUB students’ experiences and perceptions of sex-based discrimination/harassment. The proposed study is funded by a sub award of \$10,000 from the KIP Project on Gender & Sexuality—directed by Dr. Charlotte Karam of the Olayan School of Business and funded by the U.S. Department of State.

The proposal was initially submitted April 26, 2016 to AUB’s Institutional Research Board (IRB), and was amended on three (3) subsequent dates based on IRB review and guidance. The final documents were submitted on June 29, 2017 and as of August 31, 2017 the study is pending final approval. IRB approval will allow findings to be used for internal programming purposes and to be published for use by researchers and policy makers.



The climate survey, initially planned for AY 2016–17 but now rescheduled for AY 2017-18, will comprehensively assess AUB students’ knowledge, experiences, and perceptions of sex-based discrimination including bullying, harassment, and sexual violence. Results should provide insight into the extent of and reasons for underreporting, as well as additional information to improve programming activities and institutional responses to reported incidents.

## **F. Collaborations**

The Equity & Title IX initiative collaborated closely with the KIP Project on Gender & Sexuality directed by Associate Dean of OSB Charlotte Karam. The Title IX Coordinator served on the Advisory Board of the KIP Program. A student event organized by KIP, “A Fireside Chat with Mashrou’ Leila”, was co-sponsored by the Title IX program. KIP focused its final conference in March 2017 on “Harassment and Discrimination”, generating heightened interest (and international media coverage for its social media campaigns) in the issues addressed by the Equity & Title IX initiative. Dr. Brigitte Khoury, now Chair of the Title IX Advisory Council, and the Title IX Coordinator Trudi Hodges, participated in a panel discussion as part of the conference.

## **VII. Ancillary Integrity Activities**

The Title IX Coordinator also served as a resource to the Office of the Provost and to the wider AUB Community during 2016-17 contributing to specific work including:

- Advising on four (4) processes related to institutional integrity other discrimination;
- Advising on the comprehensive revision of AUB’s “Policy on the Development and Revision of Bylaws, Policies, Procedures, and Manuals” (approved by the Board of Trustees in March 2017) designed to align the policy with relevant University governance documents, best practices, and with the policy management software; and
- Coordinating with external U.S. legal counsel on resolution processes as well as regulatory, compliance, and policy issues.

The Title IX Coordinator also contributed to additional AUB initiatives as:

- Member, Task Force on the Lives & Careers of Women Faculty (December 2015 – February 2017); and
- Member, KIP Gender & Sexuality Advisory Board, (December 2015 – March 2017).

## **VIII. Key Objective & Achievements**

The following key objectives were identified for AY 2016-17:

**Objective 1:** Increasing general awareness in particular among students;

**Objective 2:** Building confidence in the process to encourage reporting, and

**Objective 3:** Expanding the base of individuals qualified to actively assist in addressing discrimination and harassment.

Six (6) major activities were identified to support program objectives. Detailed information for each activity is given in the referenced sections of this report.

### **Achievements:**

1. Coordinated training for priority groups (**Section VI.C.2**):
  - Expansion of in-person training to the Protection Officers, Residence Hall monitors, sports center staff, and non-managerial employees
  - Certification training for 54 individuals at AUB including Advisory Council Members, Equity/Title IX Deputies and additional panel members on campus in May 2017; and
  - Initiation of in-person training by AUB Medical Center Human Resources for their staff.
2. Launched online Title IX training for students in March 2017, for faculty in July 2017, and for staff in fall 2017 (piloted by the Office of the Chief Financial Officer); (**Section VI.C.3**).
3. Expanded outreach as well as engagement of students in the work surrounding discrimination and harassment; (**Section VI.D**)
4. Launched an online third-party reporting mechanism (EthicsPoint) in the fall of 2016 for discrimination and harassment; (**Section VI.B**)
5. Finalized the Equity & Title IX Policy Working Group (faculty/staff) recommendations and submitted a report to the President in February 2017 (**Sections II.A and VI.A.2-5**).

### **Pending:**

6. Campus Climate Survey: pending IRB approval (**Section VI.E**).

## **IX. Major Challenges**

Major challenges at AUB include the following:

- **Resource requirements are extensive:** Given the size, diversity, and complexity of the AUB community and its multifaceted mission, extensive resources are needed for: staffing; training, education, and awareness activities; climate and gender equity assessments; and professional development for members of the Title IX network.
- **Lack of awareness** of issues, rights, reporting responsibilities, and campus resources.
- **Underreporting** due to multiple factors (fear of not being believed or of being blamed, fear of retaliation, shame, cultural norms, lack of awareness of prohibited conduct, lack of confidence in the process, and privacy and confidentiality concerns).
- **Lack of data:** Underreporting, recordkeeping systems still in development, and an absence of assessment data (campus climate survey or gender equity/audit data).
- **Policy and process:**
  - Extremely time intensive panel process relies on faculty/staff volunteers.
  - Policy framework not fully aligned with structural and resource realities.Discrimination addressed under two separate University-wide policies and an

additional AUBMC policy (on sexual harassment involving patients), instead of a single University-wide policy.

- Sanctions: Implementation requires intervention by multiple offices, monitoring and oversight needs to be coordinated across the offices, and there may be legal constraints under Lebanese law on the sanctions that can be imposed.
- **Related support resources on campus are limited:** Confidential and related support resources on campus are the Counseling Center (for students), University Health Services (UHS), and the Department of Psychiatry. Access to a specialist physician for mental health services requires a referral from UHS and the number of sessions allowed are restricted by policy. The Ombuds position approved in 2012 in the current policy framework has not been filled.
- **Institutional culture and social context**—status quo, resistance to change, patriarchy, sexism, discriminatory legal framework for women in Lebanon<sup>13</sup>, etc.

## **X. Overarching Goals & Activities AY 2017-18**

Major goals and activities for AY 2017-18 identified by the President in consultation with the Title IX Coordinator are the following:


1. Continue to build on prior success and further enhance student and community awareness of Title IX issues through education and training.
2. Work with key constituencies including the deans and senior leadership to enhance their awareness of Title IX issues and their support of this overall foundational program.
3. Continue to work closely with Deputies and representatives of the large functioning units including the Medical Center, the faculties, REP, and student affairs as well as the large staff units. This will help enhance cooperation across campus with regard to this sensitive issue.
4. Continue to work to increase training and awareness of Title IX and of discrimination in the segment of our community whose grasp of English is limited.
5. Coordinate with Deans, Department Chairs and Administrative leaders on increasing the awareness of discrimination and harassment as we continue to build towards a meritocratic and collegial culture that does not allow for the mistreatment of others.

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<sup>13</sup> “Unequal and Unprotected: Women’s Rights under Lebanese Personal Status Laws”, Human Rights Watch, January 2015. Available at: [https://www.hrw.org/sites/default/files/reports/lebanon0115\\_ForUpload.pdf](https://www.hrw.org/sites/default/files/reports/lebanon0115_ForUpload.pdf)

## Appendix A – Task Force on Women Faculty – Members & Charge

American University of Beirut  
**Office of the President**



AUB  
American University of Beirut  
الجامعة الأمريكية في بيروت

December 2, 2015

Dear Members of the AUB Community,

It is my privilege to inform you that we have decided to form a task force including a diverse, highly insightful and accomplished group of senior and junior women and men faculty members to study the path of success and prominence at AUB, specifically for women faculty. The Task Force will be co-chaired by Dr. Howayda Al-Harithy, Professor in the Department of Architecture and Design in FEA and Dr. Huda Zurayk, former Dean and Professor in FHS. A series of recommendations and an action plan to improve the lives and careers of women faculty at AUB is expected to come up at the end of our 150<sup>th</sup> anniversary year.

AUB is proud that a substantial proportion of its faculty are women and it recognizes the challenges involved in achieving true gender equity among its faculty. The gender gap emerges from many factors including societal values that place the responsibility of child rearing and family care mostly on women, and work frameworks that follow patterns and design expectations that are not consistent with gender equity.

AUB has already made genuine strides in instituting changes to improve gender equity among faculty. It has offered leadership positions to women, including one VP, three female Associate Provosts, two female academic Deans, several female Unit Directors and Associate Deans, and many female Department Chairs. AUB has introduced a one-semester maternity leave allowing women faculty to devote uninterrupted time for early infant care during their family building phase. AUB has recently established a faculty committee to study faculty compensations giving due attention to gender discrepancies. Yet, a lot remains unknown about the level and type of gender inequity and there are real differences between the aspirations and perceptions of women and men on AUB's campus. The key focus of this task force will be female faculty but this is only the initial phase, which will facilitate and pave the way for similar work on the status of female staff and students at AUB.

The complete list of task force members is outlined below and I would like to thank each one of them for their willingness to serve on this important initiative and accepting to undertake this vital service on behalf of AUB:

1. Nayla Al-Akl, FAFS
2. Samar Diab, HR
3. Eveline Hitti, FM
4. Trudi Joyce Hodges, Title IX
5. Diana Jaalouk, FAS
6. Souha Kanj Shararah, FM
7. Charlotte Karam, OSB
8. Petra Khoury, Medical Center
9. Alexis Norman Wick, FAS
10. Assem Safieddine, OSB
11. Darine Salam, FEA
12. Monique Shaya, FHS
13. Alan Louis Shihadeh, FEA
14. Nuhad Yazbik-Dumit, HSON

Best regards,

Fadlo R. Khuri, MD  
President