



UNIVERSITY OF
KING'S
COLLEGE • HALIFAX

**Action Plan for a Culture of Consent & Respect:
Response to the Rubin Thomlinson Interim Report**

Approved August 31, 2022

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Warning: The following communication discusses sexualized violence and criminal charges of sexual assault. Please take care while reading and reach out for support as needed.

Introduction

The University of King's College began focused efforts to address sexualized violence on campus in 2015 when it joined fellow Nova Scotia universities in signing a Memorandum of Understanding (MOU) with the Minister of Labour and Advanced Education, which included a commitment to combat and raise awareness about sexualized violence on university campuses.

Shortly thereafter, King's struck a committee to develop a Sexualized Violence Policy for the University. The committee included students, staff, faculty, administrative representation and community experts, and additionally benefitted from the input of the wider community gained in consultation sessions held in 2017 and 2018. [King's Sexualized Violence, Awareness, Prevention and Response Policy](#) was approved by the Board of Governors and adopted in 2018. Its implementation has been supported by the Sexualized Violence Policy Implementation Advisory Committee (SVPIAC), co-chaired by the Vice-President and the Dean of Students, as well as by the hiring of a full-time Sexual Health & Safety Officer (first called the Sexualized Violence Prevention and Response Officer) in 2019. As the inaugural person in this role, Jordan Roberts has been influential in positively shaping campus culture. She is a well-known and trusted campus presence, as demonstrated by feedback collected by Rubin Thomlinson LLP from King's community members.

The recommendations contained in the document that follows come from the Interim Report prepared by Rubin Thomlinson LLP, [published by King's](#) in May 2022. The Interim Report forms the first part of the Independent Review commissioned by the University in 2021 following criminal charges of sexual assault against retired Professor Wayne Hankey. The Interim Report addresses that part of the Independent Review's mandate to recommend "the measures King's should take to ensure King's is a safe community that supports the survivors and victims of sexual violence, and also responds effectively and accountably to sexualized violence in ways that are survivor/victim-centered." The Interim Report also contained an audit of King's Sexualized Violence Policy.

The ten recommendations included in the Interim Report address culture, campus life, policy and procedure at King's, as each of these may affect, and be affected by, sexualized violence. The Interim Report was shared with the community on May 31, 2022.

[King's commitment to addressing the Interim Report's recommendations is unequivocal.](#) The recommendations and the University's plan of action in response to each recommendation is provided in the following pages. The plan was developed under the leadership of University of King's College President William Lahey and Vice-President Dr. Sarah Clift and is informed by the expertise of King's Sexual Health & Safety Officer Jordan Roberts and Dean of Students Katie Merwin.

The plan reflects the University's ongoing efforts to respond meaningfully and, where necessary, to change in response to insights and information provided in the Interim Report and gained through

recent, direct consultation with constituencies including current students and alumni. It additionally reflects efforts and cultural shifts at King's that date back years—such as the Sexualized Violence Policy—rather than months. Consequently, some steps can be put into action immediately, while others require further planning and consultation. The plan is a living document that will evolve as the University's understanding of, and resources for, the broader work called for in the Interim Report strengthens.

In this work, King's is indebted to province-wide organizations and expertise, including Nova Scotia's (disbanded) Sexual Violence Prevention Committee (SVPC), Provincial Sexual Violence Prevention Committee (PSVPC), colleagues from post-secondary institutions across Nova Scotia, as well as student groups (in particular, the King's Students' Union), and community-based organizations with expertise in sexual violence prevention.

This is a collaborative document. We want to thank those who contributed to this Action Plan—as well as those who will continue to contribute to the ongoing work we commit to in this plan. The King's community is known for being close-knit. We are confident our community will be stronger for the work outlined in the action plan.

Background of the Independent Review

In February 2021, the Halifax Regional Police announced that retired Dalhousie and University of King's College member of faculty Professor Wayne Hankey was facing criminal charges tied to a claim of historic sexual assault. Subsequently King's President William Lahey released [a statement](#) on behalf of the University that was sent to students and alumni, faculty and staff, to make the community aware of the charges. In this statement, President Lahey committed to an independent review into the matter, "conducted in a way that is respectful of the criminal justice system and allows it to run its course." This course of action was determined following consultations with King's Students' Union, faculty representatives and the executives of the Alumni Association and the Board of Governors.

The announcement further stated the University's commitment to provide "a safe and supportive environment for everyone," and encouraged members of the community to seek support as needed from resources offering confidential support including King's Sexualized Violence Prevention and Response Officer (now Sexual Health & Safety Officer). With the charges then before the courts, President Lahey clarified that no further comment would be offered. In the months since then, the commissioning and support of this independent review have formed the cornerstone of the University's response to the charges laid against Professor Hankey.

In March 2021, [King's announced](#) that Toronto lawyer Janice Rubin and her firm Rubin Thomlinson LLP had been appointed to conduct the independent review. The [Terms of Reference of the Independent Review](#), published at the same time, clarified its mandate and scope:

"In addition to determining the facts of the 1988 incident on a civil law standard and making recommendations based on those findings on actions that should be taken by the University in relation to that incident, the purpose of the Review is to make recommendations on: the learning King's should take from the matters within the scope of the Review; the measures King's should take to ensure King's is a safe community that supports the survivors and victims of sexual violence, and also responds effectively and accountably to sexualized violence in ways that are survivor/victim-centered."

Shortly thereafter, the University sent a letter on behalf of Rubin Thomlinson LLP to its database of alumni, students, faculty and staff, and [published the letter](#) to the University website. The letter invited anyone with information relevant to the mandate of the review to contact Ms. Rubin at a dedicated email address hosted on the law firm's server.

When additional criminal charges were laid against Professor Wayne Hankey in April 2021, [President Lahey confirmed](#) that the new charges, along with claims made in a recent newspaper article would be addressed within the scope of the Independent Review.

Professor Hankey died in February 2022, shortly before the first criminal trial of charges against him was scheduled to take place. [President Lahey wrote](#) to inform students, alumni, faculty and staff of Professor Hankey's death and confirmed that this would not affect Rubin Thomlinson's ongoing Independent Review.

In May 2022, King's published the Interim Report from Rubin Thomlinson LLP. The Interim Report recommends steps King's must take to ensure it provides a safe environment for all members of its community in accordance with the commitments it has made in its Sexualized Violence Awareness and Response Policy. These recommendations and the steps King's plans to take in response follow.

The Final Report of the Independent Review is intended to determine the facts of the incident(s) that led to criminal charges against Professor Hankey and to assess these on a civil law standard. The Final Report will also make recommendations based on those findings on actions that should be taken by the University in relation to the incident(s). King's is expecting to receive this report in the fall term of 2022.

Timeline

2015-2019

- Memorandum of Understanding (MOU) between the Minister of Labour and Advanced Education and Nova Scotia universities outlines a commitment to develop polices, programs and activities that raise awareness about sexual violence. These will be developed with support from local and regional partners.

2016-18

- The University of King's College strikes a presidential advisory committee including students, staff, faculty, administrative representation and community experts to write King's Sexualized Violence Policy. As part of the development of the policy, community consultation is undertaken in October 2017 and October 2018.

2017

- The inter-institutional Sexual Violence Prevention Committee (SVPC) created by agreement of the Department of Labour and Advanced Education and the universities and the Nova Scotia Community College releases its report titled [Changing the Culture of Acceptance: Recommendations to Address Sexual Violence on University Campuses](#). The report outlines 10 comprehensive and strategic recommendations around sexual violence prevention. With the release of this report, the SVPC mandate is fulfilled and the group disbands.

2018

- A Provincial Sexual Violence Prevention Committee (PSVPC) is formed as a direct response to recommendation #9 in the Changing the Culture of Acceptance... report (2017). The PSVPC includes representatives from government (Dept. of Labour and Advanced Education, Dept. of Community Services, Dept. of Health and Wellness, Dept. of Justice and the Nova Scotia Advisory Council on the Status of Women), Nova Scotian universities (including faculty), the Nova Scotia Community College (NSCC), student groups, community-based organizations with expertise in sexual violence prevention and the RCMP.
- King's adopts its own Sexualized Violence, Awareness, Prevention and Response Policy (Sexualized Violence Policy), approved by the Board of Governors, and the University forms a Sexualized Violence Policy Implementation Advisory Committee, co-chaired by the Vice-President and the Dean of Students, to facilitate the policy's adoption.

2019

- King's hires Jordan Roberts to be its first Sexualized Violence Prevention and Response Officer, one of the first full-time officers hired in higher education in Nova Scotia. In the

first three years of her role, Jordan delivers 51 events and workshops to students, faculty and staff.

- The PSVPC releases a report outlining 11 recommendations for the [Development of Survivor-Centric Sexual Violence Policies & Responses](#) (2019).

2019-2022

- Each academic year, the Nova Scotia Sexual Violence Prevention Grant funds the Sexualized Violence Policy Student Liaison, supervised by the Sexualized Violence Prevention and Response Officer (now the Sexual Health & Safety Officer). The student liaison helps work on initiatives related to the recommendations in the Changing the Culture of Acceptance... report (2017) and meets regularly with the Provincial Sexual Violence Prevention Coordinator. At King's the student liaisons help students to learn about and access King's Sexualized Violence policy. The liaisons also organize events including commemorations for the December 6, 1989, femicide at École Polytechnique, workshops on housing, informational workshops and events focused on sex positivity, consent culture, cybersex safety and receiving a disclosure.

2021

- King's Dean of Students Katie Merwin becomes co-chair of the PSVPC.
- (February 1) Retired King's Professor Wayne Hankey is charged with a claim of historic sexual assault in residence on King's campus in 1988. In response to the charges laid against Professor Hankey and after consultations with the King's Students' Union, faculty representatives and the executives of the Alumni Association and Board of Governors, President Lahey commits to conduct an Independent Review to determine the facts and recommend an appropriate response in a way that is respectful of the criminal justice system and that will allow it to run its course. Professor Hankey later elects for trial by judge alone and the date for this trial is later set one year hence, for March 3, 2022.
- (March 4) President Lahey announces that Toronto lawyer Janice Rubin and her firm Rubin Thomlinson LLP have been appointed to conduct the Independent Review announced on February 1. The University publishes the Terms of Reference of the Independent Review, which state:

“In addition to determining the facts of the 1988 incident on a civil law standard and making recommendations based on those findings on actions that should be taken by the University in relation to that incident, the purpose of the Review is to make recommendations on: the learning King's should take from the matters within the scope of the Review; the measures King's should take to ensure King's is a safe community that supports the survivors and victims of sexual violence, and also responds effectively and accountably to sexualized violence in ways that are survivor/victim-centered.”

- (March 4) Chair of King’s Board of Governors Douglas Ruck, QC, releases a statement on behalf of the Board in support of the President’s leadership and the Independent Review process and stating the Board’s commitment “to working with the President, the King’s community, and Ms. Rubin in ensuring that this review is independent and complete.”
- (April 12) King’s publishes a letter from Janice Rubin to ukings.ca, which is also sent by email to alumni, students, faculty and staff. In the letter, Ms. Rubin requests the assistance of the King’s community and invites anyone with information relevant to the mandate of the review to contact her at the dedicated email address: ukings@rubinthomlinson.com.
- (April 13) Additional criminal charges are laid against Professor Hankey. Professor Hankey is charged with one count of sexual assault in relation to an incident in 1982 and one count of indecent assault relating to incidents that occurred between 1977 and 1979. In a message to the community, President Lahey confirms that these new charges, as well as claims made in an April 9 *Chronicle Herald* article, fall within the scope of the Independent Review.

Trial dates for the charge dating to 1982 are later set for May 24 and June 23, 2022. A trial date for the charge dating from 1977-79 is set for June 6-10, 2022.

- (May 28) President of the King’s Alumni Association Paul Thomson, BA’90, releases a statement on behalf of the Alumni Association Executive in support of President Lahey’s leadership and the Independent Review process and encouraging those who may have relevant information to directly contact Rubin Thomlinson LLP.

2021/2022

- With assistance from a Nova Scotia Sexual Violence Prevention Grant, Waves of Change Bystander Intervention Training workshops are offered to the King’s community.
- A provincial subcommittee creates an online module for post-secondary institutions (PSIs) across the province to educate incoming students on preventing sexualized violence. “Consent and Respect at King’s” is available on Brightspace, the University’s online learning and course resource platform.
- King’s fulfills all 11 recommendations outlined in the PSVPC’s Development of Survivor-Centric Sexual Violence Policies & Responses report (2019).

2022

- The title of Sexualized Violence Prevention and Response Officer changes to Sexual Health & Safety Officer (SHSO) to reflect campus needs and feedback.

- (February 6) President Lahey confirms the University has been informed of the death of Professor Hankey. President Lahey states that the Independent Review will continue.
- (May 31) President Lahey, Vice-President Clift, Dean Merwin and SHSO Roberts release the Interim Report from Rubin Thomlinson LLP to the King's community. The Interim Report addresses the mandate of the Independent Review to recommend "the measures King's should take to ensure King's is a safe community that supports the survivors and victims of sexual violence, and also responds effectively and accountably to sexualized violence in ways that are survivor/victim-centered". The Interim Report recommends steps King's must take to ensure it provides a safe environment for all members of its community in accordance with the commitments it has made in its Sexualized Violence Policy. Prior to the Interim Report's release and before the end of the academic term, presentations on the provisional findings and recommendations to be included in the Interim Report are held with students, faculty, staff and the Board of Governors.
- King's announces it expects to receive the Final Report in the fall term of 2022.

2022/2023

- The work of the Sexualized Violence Policy Student Liaison shifts to focus on peer education.
- King's, Dalhousie University and Saint Mary's University hire a shared Education and Policy Consultant with expertise in gender-based violence. With funding from the provincial government, this role will work with respondents, people who cause harm and others who may need support navigating sexual and other relationships.
- Based at King's, a coordinator is hired with provincial funding to oversee the sector-wide delivery of Waves of Change Bystander Training workshops across all Nova Scotia post-secondary institutions.
- King's partners on a provincial pilot program to implement the Courage to Act toolkit in post-secondary institutions, focused on working with people who cause harm.

Recommendations and Action Plan

The Interim Report from Rubin Thomlinson LLP made 10 concrete recommendations for King's to implement with the goal of improving its culture, campus life, policy, and procedures regarding sexualized violence. While an action plan is necessary, King's understands that more is required than policy, procedures and a specific scope of action. What is called for is a fundamental change in our culture and a deep reckoning with our past. King's remains committed to listening to, and working with, students, staff, faculty, and alumni to enhance and advance our efforts to prevent and respond to sexualized violence on an ongoing basis, including after the formal implementation of the 10 recommendations is complete.

Responsibility and accountability for ensuring this Action Plan is implemented and followed is that of the President, acting with the advice of the Sexualized Violence Policy Implementation Advisory Committee.

Recommendation 1: We recommend that King's share this Interim Report with the community.

Action: On May 31, 2022, the Interim Report was shared on the [King's website](#) as well as in direct e-mail communication with staff, faculty, students, and alumni. Throughout the Independent Review King's has endeavoured to be transparent and communicative about our commitments and actions. This will continue throughout the process of implementing these 10 recommendations and receiving the report regarding Professor Hankey in fall 2022.

Recommendation 2: We further recommend that King's share its response to this Interim Report with the community, including a plan for addressing the recommendations below. We suggest that King's take these steps by July 4, 2022.

Action: The University [issued a public response to the Interim Report on May 31, 2022](#). The statement was signed by President William Lahey, Vice-President Dr. Sarah Clift, Dean of Students Katie Merwin and Sexual Health & Safety Officer Jordan Roberts, and was shared broadly with the King's community.

This Action Plan serves as our outline of how we will implement the 10 recommendations of the Interim Report. It is published on the King's website and will be shared via direct e-mail communication with staff, faculty, students, and alumni as of September 6, 2022.

Recommendation 3: We recommend that King's consider how it can put supports in place to allow the community to process our final report on historical allegations.

Action: The University recognizes the importance of trauma-informed debriefing with individual and groups of staff, faculty, students, and alumni to mitigate symptoms of stress and vicarious wounding. There are many members of the King's community who have lived experiences of sexualized violence and may be impacted by the release of the Final Report. Members of the community will also have various levels of connection to the people and incidents referenced in the Final Report. Healing is possible as communities confront trauma, if done right. We take seriously our responsibility to actively support this healing, by creating outlets for people to express

their individual and collective trauma, engaging peer support networks, promoting safety, and investing in community health and well-being.¹ The University will increase social supports to reduce isolation amongst King's community members and to validate and create space for the various emotional responses that may arise.

To accomplish this, the University will seek feedback from student leaders, faculty, staff, and alumni to map the supports these communities will require. Supports need to be trauma-informed, relationship-focused, flexible and collaborative, focusing on the needs of those who have experienced harm and the emerging needs created by the harm.² The University will consult community experts to identify and engage appropriate support options.

Examples of support the University will offer **prior to the release of the Final Report:**

- providing workshops and/or resources on how to offer trauma-informed support to friends and colleagues;
- asking supervisors to check on employees (both staff and faculty) and respond supportively to requests for flexible accommodations received after the release of the Final Report;
- informing students, faculty and staff of mental health and wellness supports available on campus, in the community, and through the Employee and Family Assistance Program. The University will reach out to services such as the Dalhousie Student Union Sexual Assault and Harassment Phone Line and Dalhousie Student Health and Wellness, to inform them of the Final Report and its potential impact.

Examples of support the University is considering **following the release of the Final Report:**

- hosting sessions where a verbal summary of the report is delivered to the community;
- developing in-person and/or virtual support spaces in collaboration with the King's Students' Union. These support spaces would be administered by the SHSO, Student Support Advisor, with additional support from student leaders as active listeners;
- offering one-on-one sessions, small group debriefing and active listening to staff and faculty through the SHSO or another designated support qualified to respond to disclosures and create safe spaces for difficult conversations. Qualified individuals include the Dean of Students, Vice-President and Equity Officer;
- hosting a debrief with faculty and/or staff led by an external trauma-informed facilitator.

Recommendation 4: We recommend that King's review its existing training and consider how it can enhance training about the Policy, and about sexualized violence more generally, for students, faculty and staff. We also recommend that King's consider how this training could be made mandatory or incentivized, in order to encourage maximum participation.

Action: The Sexual Health & Safety Officer (SHSO) is coordinating a programming series for the 2022/23 academic year that will address training on the policy, consent, bystander intervention,

active listening, and other sexualized prevention and response topics. Programming will be tailored to specific staff, faculty, and student audiences and will be collaboratively developed to ensure that the information meets the needs of the various groups in the King's community and can be deeply integrated into all community groups.

Programming will include tabling (when someone engages others and offers resources from a table in a public area), outreach materials and self-directed online modules as well as workshops, presentations, events, and will occur multiple times throughout the year. Content will be adapted from national and provincial best practice leaders. Materials will also be created in-house by experts and stakeholders in this work. Staff, faculty and students will be encouraged to connect directly with the SHSO if they have any questions or want to discuss any information one-on-one. In addition to the categories of programming listed below, plans for specific education during Orientation Week about the Policy and sexualized violence is a focus addressed in Recommendation 5.

King's current focus is on building and growing a campus culture of engagement with sexualized violence prevention and response initiatives and enhancing that culture shift with incentivized opportunities. Mandatory education in the field of sexualized violence prevention and response may have value for some positions but can risk putting some participants on the defensive.¹ While support and education should be especially promoted to those individuals, mandatory education can compromise the safety and respectful environment for facilitators and other participants. Additionally, making group trainings mandatory can place survivors in triggering environments in which they may feel compelled to disclose their experiences to legitimate the educational programming, be supported in the session or receive accommodations. Making such training sessions mandatory would also raise the issue of possible consequences for those who choose not to attend. A punitive approach is not the approach King's wants to adopt as we undertake to initiate a coordinated campus conversation on sexualized violence.

Throughout the Covid-19 pandemic, the King's campus community has demonstrated a high level of adherence to, and support for, precautions and restrictions related to our collective health and well-being. In effect, we have had a two-year masterclass in how to use language, create resources and foster a culture that seeks to engage the King's community on the basis of care for one another, beyond mandates and requirements. We hope to apply these lessons to our implementation of these recommendations.

Mandatory engagement with programming will be kept to a minimum and directed only at specific teams of staff, faculty, and students who have leadership roles on campus and significant influence on campus culture. Some programming will have specific incentives attached to it. The goal of the

¹ Girouard, A., & St-Gelais, A. (2021). *Strategies to Engage Post-Secondary Staff in the Prevention of Sexual Violence*. Courage to Act: Addressing and Preventing Gender-Based Violence at Post-Secondary Institutions in Canada. <https://static1.squarespace.com/static/5d482d9fd8b74f0001c02192/t/624e6553f6a3883ba39c29d6/1649304929699/Francophone+Tool+%231+Strategies+to+Engage+Post-Secondary+Staff+in+the+Prevention+of+Sexual+Violence.pdf>; Khan, F., Rowe, C. J., and Bidgood, R. (2019). *Courage to Act: Developing a National Framework to Address and Prevent Gender-Based Violence at Post-Secondary Institutions in Canada*. Toronto, ON: Possibility Seeds. <https://static1.squarespace.com/static/5d482d9fd8b74f0001c02192/t/62ac86307f9bb400023b8598/1655473740770/Courage+to+Act+Report+2022.pdf>

programming outlined below is that it will not only be available during the upcoming academic year as a way of complying with recommendations, but rather will become regular King's programming that will evolve in tandem with our campus community. As such, if the need arises in the years to come, the option to re-evaluate and change our approach to mandatory and incentivized training will always be available. Furthermore, each office, department, society and group on campus has the option of making certain trainings and education required for their specific King's population.

Various incentives will be put in place to increase engagement of King's staff, faculty and students with sexualized violence prevention and response programming. In addition to the specific incentives listed in some of the points below, there is work being done to ensure that:

- participation in student-focused programming is reflected on [co-curricular records](#);
- participation in faculty-focused programming is reflected in Annual Faculty Reports as professional development;
- participation in staff-focused programming that will be part of a new program of professional development for staff;
- King's community members receive printed certification signed by the SHSO that attests to their completion of workshops for use on resumes, CVs, and employment applications.

Student-Focused Programming:

- A Brightspace module entitled Consent and Respect at King's was developed as part of the SHSO's work with a provincial subcommittee in the summer of 2020. Consent and Respect at King's is designed to help people think about how they can benefit from, and contribute to, a living and learning community where all can thrive. This module offers a "Sexualized Violence 101" and includes discussions of consent, coercion, and safer partying. There is also information about King's resources, services, supports and policies. In addition to written content the material is delivered via audio scenarios, animated videos, surveys and interactive graphics. The module takes about an hour to complete and can be done at the participant's pace.

Consent and Respect at King's will be promoted to all incoming students by means of summer messaging from residence, the Foundation Year Program, the Day Students' Society, the King's Students' Union, and Orientation Week Coordinators. The messaging will foster the sense that students are expected to complete this course as they begin their journey to King's. It will also be promoted to upper-year students in collaboration with the Registrar's Office. Since the course is offered on the online learning platform Brightspace, there will be records of the number of students who complete the course. Engagement with Consent and Respect at King's will be incentivized via a prize draw among those who complete the course.

Residence Life Staff and Orientation Week Coordinators are committed to ensuring their staff and student leaders complete this module in the upcoming academic year. The SHSO will also support faculty members who are interested in including Consent and Respect at King's as part of their class coursework. Additionally:

- The SHSO commits to facilitating workshops for all students in the fall term on active listening and receiving a disclosure, and consent and healthy boundaries. Both of these workshops will include introductory training on the Policy.
- The SHSO commits to facilitating each of the five Waves of Change modules once per term over the course of the 2022/23 academic year (10 workshops total). Waves of Change was designed by the Antigonish Women’s Centre and Sexual Assault Services with funding from the Nova Scotia Department of Labour and Advanced Education and the Department of Justice Canada, and in partnership with various Nova Scotian post-secondary institutions to address sexualized violence on post-secondary campuses. The program is made up of five separate training modules that adopt a prevention approach to sexualized violence on campus. The goal of this program is to teach participants how to identify a broad range of sexually violent scenarios that commonly occur on post-secondary campuses. Participants will also learn various techniques to intervene either as bystanders or as a community to interrupt or stop sexual violence, support survivors, hold those who cause harm accountable for their actions and transform the culture that allows violence to happen. This program draws on participants’ existing skills, knowledge, and creativity to facilitate broader strategies for social change. The modules continue to evolve thanks to a dedicated staff person who builds on existing content and creates new materials based on input from a provincial advisory board comprised of student and staff representatives. The five Waves of Change modules are Basic Bystander Intervention, Alcohol and Sex, Advanced Bystander Intervention, Communities of Accountability, and Creating Social Change.

Further bolstering campus engagement in Waves of Change, funding has been secured to hire a Waves of Change Program Coordinator for the upcoming year via the Nova Scotia Universities and Community College Sexual Violence Prevention Grant. This position will be hosted at King’s with a mandate to support all post-secondary institutions in Nova Scotia. The grant proposal for this position spoke to its value, stating that:

“The Program Coordinator is vital to the longevity of the Waves of Change program, Nova Scotia’s unique bystander intervention training program. After three years of supporting this work, the Antigonish Women’s Centre is recommending institutions take up the supervisory responsibility of this role, which would allow for stronger integration of the Waves of Change program into the fabric of institutional sexual violence prevention. Including the Waves of Change Program Coordinator directly into the post-secondary environment will allow the coordinator to build stronger connections at each institution, be a part of larger conversations around post-secondary sexual violence prevention and assist each institution with effectively implementing the program.”

- The SHSO commits to regular tabling in student spaces (i.e. the campus bar and coffeeshop the Wardroom/Galley, residences, outside Prince Hall) early in the fall term with a minimum of six dates. Tabling will provide the SHSO with an opportunity to engage students directly in an informal way. The tabling will highlight the Sexualized Violence Policy, offer resources and materials, and provide information about campus supports and

upcoming programming. Through tabling students will have direct access to informational resources, safer sex supplies, and educational materials that they can take with them.

- The SHSO has agreed to provide training in active listening and receiving a disclosure to the student volunteers at the Dalhousie Student Union Sexual Assault and Harassment Phone Line. This training will support and enhance peer support and campus resources for survivors.
- A Student Educator will be hired for each post-secondary institution in Nova Scotia in August 2022 for a contract that will run until April 2024. This is the result of funding through the Nova Scotia Universities and Community College Sexual Violence Prevention Grant. A broad job description for the Student Educator from the grant submission states that “Student Educators will work on initiatives related to sexual health and sexual violence prevention at each post-secondary campus in Nova Scotia. These Student Educators will work both collaboratively amongst each other and act individually on their campuses, including King’s, to assist their institutions with fulfilling the 10 recommendations outlined in the 2017 report, Changing the Culture of Acceptance. They will develop and facilitate sexual health and sexual violence prevention education, awareness, and advocacy on their campuses while simultaneously collaborating with fellow Student Educators to create provincial-wide sexual violence prevention initiatives. Additionally, the Student Educators will act as peer-facilitators for the Waves of Change Bystander Intervention Training.”
- Recommendation 8 outlines the hiring of a new, shared staff position to create materials and opportunities for support and education focussed on respondents who cause harm.

Staff-Focused Programming:

- The SHSO commits to working with the KSU Hospitality Coordinator on developing a staff training for Wardroom staff to be delivered in fall 2022. This training will include receiving a disclosure, bystander intervention and discussion of alcohol-facilitated sexualized violence.
- The SHSO commits to hosting 2-3 catered “lunch and learns” open to all staff and faculty in September and October 2022. The hour-long sessions will be held in the Boardroom over weekday lunch hours for faculty and staff to learn more about sexualized violence prevention and response including an overview of the King’s Sexualized Violence Policy, receiving a disclosure, and supports and resources available.

Faculty-Focused Programming:

- The SHSO commits to hosting 2-3 catered “lunch and learns” open to all staff and faculty in September and October 2022. The hour-long sessions will be held in the Boardroom over weekday lunch hours for faculty and staff to learn more about sexualized violence prevention and response including an overview of the King’s Sexualized Violence Policy, receiving a disclosure, and supports and resources available.

- Recommendation 7 discusses in detail the supports and educational opportunities that will be developed for and offered to faculty concerning boundaries with students.

Residence Life Staff-Focused Programming:

- The Assistant Dean of Residence has invited the SHSO to facilitate sessions during the August 2022 Don Team training period. The sessions will involve discussions of the King’s Sexualized Violence, Awareness, Prevention and Response Policy, trauma-informed active listening, boundaries, bystander intervention, and building consent culture.

Sexualized Violence Policy Implementation Advisory Committee-Focused Programming:

- The SHSO commits to organizing a training session for the staff, faculty and students who sit on the Sexualized Violence Policy Implementation Advisory Committee in the fall of 2022. The content of this training will be based on the stated needs of members of this committee as to what supports they need for their work in policy development and in responding to reports of sexualized violence. This training will be facilitated by an expert in the field and will constitute one aspect of the work of policy review to address the Outcomes Panel training outlined in recommendation 10.

Board of Governors-Focused Programming:

- The SHSO commits to attending a Board of Governors meeting and providing the same presentation as is being given in the faculty and staff “lunch and learns.” In this session Board of Governors members will learn more about this Action Plan, sexualized violence prevention and response including an overview of the King’s Sexualized Violence Policy, receiving a disclosure, and supports and resources available.

Recommendation 5: We suggest that King’s enhance its training on the Policy and sexualized violence during orientation week for new students.

Action: The SHSO has been working with the team of Orientation Week Leaders since May to develop programming for September 2022. The KSU organizes and hosts Orientation Week and is committed to working with King’s, the SHSO, and others to highlight and promote training on the Policy and sexualized violence prevention during Orientation Week 2022. This includes promoting the Brightspace course Consent and Respect at King’s to incoming students. To date, there are four events planned for Orientation Week 2022 that will include the SHSO:

- *Sunday, September 4*
 - The SHSO and Venus Envy Staff will present The Sex Talk. It is a yearly tradition to have a staff member from Venus Envy (Halifax’s feminist, queer-owned book and sex toy shop) speak to Orientation Week students about consent, sexual health, and pleasure. The SHSO will be joining the session this year and will lead an engaging and energetic session on the Policy, supports and resources on campus

and in the community and on how to build and contribute to a safe and respectful campus environment.

- Sunday is also Welcome Day at King's. The SHSO will be present during residence move-in to answer student and parent questions and be present for Welcome Day opening remarks.

- *Monday, September 5*

- The SHSO will collaborate with the Equity Officer and Student Support Advisor to host the Orientation Week Ice Cream Social. This event will allow first-year students to meet with student support staff in an informal environment to build rapport and learn about resources and services on campus. Outreach materials will be available.

- *Tuesday, September 6*

- The SHSO will have a table at the Orientation Week Services Fair geared to first-year students. This table will provide the SHSO with an opportunity to engage students directly in an informal way and will allow the SHSO to highlight the Sexualized Violence Policy, offer resources and materials and provide information about campus supports and upcoming programming.
- The SHSO will again team up with the Equity Officer and Student Support Advisor to host an interactive and educational event that will provide students with information about policies, resources, and services on campus and well as general facts about consent, mental health and their new community.

Additionally, the SHSO will support Orientation Week in the following ways:

- The SHSO will host a training session with Orientation Week 2022 leaders that focuses on receiving a disclosure, boundaries, bystander intervention, and building consent culture.
- The SHSO office will be a focus of campus tours taking place throughout Orientation Week.

Recommendation 6: We recommend that King's consider how training on the Policy and sexualized violence can be incorporated into its onboarding process for new faculty and staff.

Action: King's created the position of HR Manager and hired the first incumbent in May 2022. The SHSO has met with the new HR Manager to formalize the onboarding process for new staff and faculty. Training on the Policy and sexualized violence has now been fully incorporated into King's onboarding procedures.

The SHSO has created a 'script' and materials that can be used in HR onboarding of new staff and faculty. The practice will involve having the SHSO meet with new King's employees to go over the Policy, supports, resources and responsibilities as part of HR onboarding but will also support the HR Manager carrying out this training themselves should the SHSO be unavailable. The first of these collaborative onboardings took place on July 11, 2022, for three new King's employees.

To ensure that those who were hired before the formalized HR onboarding have access to the same training, the content of this onboarding will be reflected in the staff and faculty “lunch and learns” outlined in Recommendation 6. Additionally, when departments and offices hire new staff, they will be encouraged to have the SHSO come and provide orientation to both new and current members on the Sexualized Violence Policy, supports, resources and responsibilities.

Since faculty and third-party staff (i.e. security, food services staff, contractors) do not undergo the same HR orientation as other King’s employee groups, work will be done to ensure that these individuals have access to information on the Sexualized Violence Policy, supports, resources and responsibilities. For faculty, the HR Manager will include the orientation documents used for staff in all new faculty hiring paperwork and will work with program or department directors to make these documents part of their overall orientation process. For contract staff, the SHSO will work to ensure that those who oversee these positions are committed to having orientation on the Sexualized Violence Policy, supports, resources, and responsibilities as part of the training they receive to carry out their role in the King’s community.

A key message will be delivered to staff and faculty during the orientation process, that the SHSO is not only a support for students but also exists to support them professionally and personally.

Recommendation 7: We recommend that King’s provide a forum for its professors to engage in deep reflection on their role as teachers and mentors in the context of a small, close-knit community, as well as on how they can maintain the highest standards of professionalism in their relationships with students. We suggest that the aim of this period of reflection should be a document that addresses appropriate boundaries between professors and students that supplements the Yellow Book, such as a Code of Conduct or a Statement of Principles.

Action: To date, the SHSO has participated in discussions of how to implement Recommendation 7 with the Vice-President, at a meeting of the Vice-President and Program Directors and in the Sexualized Violence Policy Implementation Advisory Committee, which includes faculty representation. There is widespread agreement that this conversation will need to work its way ‘down’ to the level of individual academic programs and then ‘up’ to the level of faculty as a whole. Support for and endorsement of this work depends upon supporting the leadership of faculty to help shape this reflection and the policies, guidelines and training that emerge from that reflection. Implementing this recommendation must be achieved with the same sense of urgency and commitment as the other recommendations. At the same time, it is important to recognize that this deep reflection, coupled with the fall release of the Final Report regarding the allegations against Professor Hankey, will require that sensitive and nuanced engagement take place over the academic year. The implementation of this recommendation will accommodate the need for Board of Governors’ approval of any proposed new policy language during the 2022/23 academic year, as well as approval of policy changes outlined in Recommendation 10. The forums, discussions, supports and educational opportunities for faculty concerning healthy boundaries between instructors and students will facilitate the culture shift and be an ongoing focus for the 2022/23 academic year and beyond.

An overview of the steps needed to be taken to accomplish this culture shift and promote healthy boundaries is as follows (subject to modification as feedback from faculty is gathered):

- The SHSO will research national and provincial post-secondary policy language regarding staff and faculty boundaries and relationships.
- The SHSO and Vice-President have created a discussion guide that includes an outline of Recommendation 7, policy examples from other post-secondary institutions and scenarios and “what ifs” to consider. Programs and faculty groups can use this discussion guide to initiate and give shape to their program-level and faculty-level conversations and give feedback to the SVPIAC and the SHSO.
- The SHSO, Dean of Students, and Vice-President (in their roles as co-chairs of the SVPIAC) will request that part of an upcoming Meeting of Faculty be devoted to soliciting feedback on questions of policy and training. Due to the sensitive nature of the engagement, the most effective way for faculty to have productive and fruitful conversations about topics relating to instructor-student boundaries will be to begin with small-scale conversations among the teaching staff of individual programs, which can then be brought into a larger forum to discuss matters of university policy, guidelines, and/or statements of principle. The intention is that this will facilitate and support the kind of deep reflection, open dialogue, and willingness to engage in a sensitive topic that this recommendation and work calls for.
- Supports for faculty, which include the SHSO but which also include broader supports that are directly relevant to our faculty community, will be available throughout this process to help absorb the impact of this deep reflection, an impact that will intensify with the fall release of the Final Report regarding the allegations against Professor Hankey. Supports for students, alumni, and staff who are also impacted by this work will be available (see Recommendation 3).
- After receiving feedback from faculty regarding policy changes and document language, the SVPIAC will then draft policy and document language. The SVPIAC will also develop an outline of what kinds of faculty training should accompany any new policy.
- Faculty and broader campus consultation will be done to elicit feedback on the policy and draft document, as well as the training outline.
- The SVPIAC will propose policy, documentation, and training/onboarding guidelines regarding instructor-student boundaries and relationships. As this committee has advisory status, the President will provide the final decision on adoption of policy and procedure, which will then be subject to approval of the King’s Board of Governors.
- Training sessions will be held in the winter term 2022/23 to support a shift to a campus culture that balances the faculty members’ roles as teachers and mentors in the context of a small, close-knit community with the need for accountability and respect for the policies and guidelines regarding boundaries and relationships with students. These sessions will be educational and will encourage active participation and leadership from faculty.

As is the case with many of these 10 recommendations, the conversation regarding boundaries between faculty and students will continue and evolve to meet the needs of our campus community in the years to come. This is not a static or finite conversation. The SHSO, Vice-President, Dean of Students, and SVPIAC welcome contributions from and connections with all members of the King's community throughout the implementation of this recommendation.

The university is fully committed to full implementation of this recommendation and, more specifically, to the development and implementation of the recommended code of practice or statement of principles. It is also committed to the recommendation's recognition that the code of practice or statement of principles will be stronger if developed through a process that provides faculty with the opportunity "to engage in deep reflection on their role as teachers and mentors in the context of a small, close-knit community, as well as on how they can maintain the highest standards of professionalism in their relationships with students".

Recommendation 8: We suggest that King's consider how it can enhance resources in the area of sexualized violence awareness, prevention, and response. In addition to enhanced resources for training as described above, we suggest that King's specifically consider how it can enhance the resources directed towards the diversity of support available to students in terms of gender, race, and sexuality, access to mental health counselling, and support for respondents to a report of sexualized violence.

Action:

Diversifying Supports:

- The University is committed to hiring student-facing support staff to better reflect the student population at King's. To achieve the diversification committed to in the University's Employment Equity Statement and the president's board-approved mandate, the University will work with the HR Manager and Equity Officer to ensure student support job ads are inclusive, posted in areas more likely to reach a diverse audience, and that the onboarding and support for diverse staff are enhanced. More information on this will be available in the University's Equity Action Plan, currently being developed under the leadership of the Equity Officer.
- The University will explore new and more accessible pathways for students to access community supports, as well as on-campus supports for equity-deserving students including the Black Student Centre, Indigenous Student Centre, International Centre, Accessibility Centre, and South House.
- The University will partner with Mount Saint Vincent University to create additional resources to support Indigenous students on both campuses. The University will also create a dedicated Indigenous Student Space, in addition to the peer-led racialized student space already available on campus. The University will create an Indigenous Advisory Council to further support these efforts.

- The University has created a full-time permanent position for a Student Support Advisor. Under their leadership, using the Mental Health Commission of Canada's (MHCC) [National Standard for Mental Health and Wellbeing of Post-Secondary Students](#) as a guide, the University will seek to further diversify the types of supports and services available. This includes peer supports and clinical supports, on-campus and community services, in-person and online resources and group and individual opportunities for support.
- The University will offer training on mental health literacy to faculty and staff to increase capacity and competency when responding to students in distress.
- The University, in collaboration with the King's Students' Union, will offer enhanced training on mental health literacy to student leaders to respond to students in distress.

Enhanced Resources:

- Detailed discussion of ways the University will enhance resources is provided in response to Recommendations 3, 4 and 6.

Improving Access to Mental Health Counselling:

- The University will seek to establish stronger partnerships with trauma-informed counselling services to improve student access to direct outreach and counselling in the short-term.
- The University will create a process for incoming students who self-identify as having experienced trauma and/or have mental health needs to connect them with relevant early intervention supports and services.
- The University will create student employment opportunities to improve how on- and off-campus mental health services are promoted to students.
- The University will offer bursaries to support students' access to private counselling services, which often requires up-front payment or co-pay with insurance. The University will work with the King's Students' Union to ensure information about insurance coverage for mental health services is effectively communicated to students.
- The University will use the MHCC's National Standard audit tool to identify gaps and opportunities for improvement.
- The University will establish a working group on student mental health and wellness to set goals for alignment with the MHCC's National Standard.

- The University will commit to improving its evaluation and assessment of mental health services. The University will administer the [Canadian Campus Wellbeing Survey](#) in 2023 to gain feedback on student health and wellness.
- Given the link between trauma and suicidality, the University will enhance its strategies for suicide pre- and postvention.

Enhancing Support for Respondents to a Report of Sexualized Violence:

- An Education and Policy Consultant – Gender Based Violence (to account for the diversity of their work, also known as the Respondent Advisor) will be hired in fall 2022. This is the result of funding via the Nova Scotia Universities and Community College Sexual Violence Prevention Grant to King’s, Dalhousie University and Saint Mary’s University. A broad job description for the Education and Policy Consultant – Gender Based Violence from the grant submission states the following: “the position will work specifically with Respondents/People Who Cause Harm in cases involving gender-based violence (GBV). The position would also have responsibility for creating GBV prevention initiatives focussed on men and people who cause harm. The Advisor will be responsible for creating educational materials, facilitating workshops, and leading one-on-one discussions in relation to disclosed incidents of GBV harm; generating avenues of learning and most importantly, imploring everyone to commit to changing behaviours, attitudes and actions. The Advisor will provide trauma-informed care and support to respondents, helping them to navigate processes and understand their rights and options.”
- The Education and Policy Consultant – Gender Based Violence will work to implement a [Man|Made](#) program which will be available to the King’s community. Man|Made is a five-session discussion group program designed for men to help them find their voice and use it to create change for themselves and their community. Through the format of facilitated discussion, a range of topics are explored, including what masculinity can look like, how to engage in healthy relationships, how to navigate intimacy as well as understanding consent. Participants learn to identify and take action in their role in helping to end violence against women.
- King’s will be part of the one-year pilot project for [Supporting the Whole Campus Community: A Roadmap Tool for Working with People Who Have Caused Harm](#) made possible through funding from the Nova Scotia Universities and Community College Sexual Violence Prevention Grant. Supporting the Whole Campus Community is a toolkit authored and published via the national [Courage to Act](#) program. All Nova Scotian PSIs will work together to learn from and implement the tools relevant to their campus community needs. This pilot project will include:
 - A two-day intensive session, bringing together representatives from each campus to meet with Courage to Act staff and authors of the toolkit to develop campus-specific plans for working with people who cause harm (PWCH).

- Monthly sessions to expand on areas of reflection and questions raised in the toolkit, as well as check-ins on objectives and goals set by each PSI to support their work with PWCH.
- A peer-based program allowing for people to be partnered with someone from another PSI for informal conversation and check-ins on the progress of the pilot.
- A concluding session to report on progress and next steps, with potential to share results nationally through Courage to Act.

Recommendation 9: Crisis management—we suggest that King’s create a “checklist” of steps to take in the immediate aftermath of an incident of sexualized violence, in order to ensure a consistent approach.

Action: The SHSO commits to creating a crisis plan checklist by September 2022. This checklist will include guidance and resources on interim measures, the reporting process, safety planning and navigating to supports. Responsibility for working through this checklist will be with the Dean of Students (for incidents involving students) and the Vice-President (for incidents involving faculty and staff). Members of the King’s community will be directed to these individuals in the absence of the SHSO.

The existence, and an overview, of the crisis plan will be included in staff, faculty and student policy education in the fall of 2022 (and beyond) to provide transparency and reassurance about the capacity for King’s to respond to sexualized violence and support survivor/victims.

The increase in trauma-informed active listening and receiving a disclosure education on campus will also enhance King’s overall capacity to respond to crisis. While the intention of these training opportunities is not to put the responsibility for crisis response or first-responder support onto those who take disclosures, there is a great benefit to having an increased number of people able to hear a disclosure of sexualized violence and help that staff member, faculty member or student connect to then with the SHSO or other campus support professional.

Recommendation 10: We suggest that King’s consider the following areas for clarification and/or enhancement of its Policy in what we understand is its scheduled review at the end of 2022:

- A process to address multiple disclosures about the same person. For instance, after a certain number of disclosures about the same person, those who made the disclosures could be asked to consider making a report.
- Explicitly addressing how records of disclosures, reports, investigations, and outcomes are kept, who has access to them, and how long they are maintained.
- A requirement that members of the Sexualized Violence Hearing Panel be trained in topics related to sexualized violence, such as consent, rape culture, and intersectionality.
- An explicit prohibition on investigators (or others involved in the disclosure and reporting processes) asking survivors/victims irrelevant questions about their past sexual history.
- An explicit timeline for appeals.

Action: The SVPIAC will draft policy on the above recommended areas in 2022/23 academic year. It will be presented to the President and Board of Governors for adoption alongside policy language arising from the implementation of Recommendation 7.

Preliminary information on the SVPIAC's background and approach to each recommended policy section is as follows:

- *Process to address multiple disclosures about the same person* – Language and guidelines addressing third-party disclosures and multiple disclosures about the same individual were created in spring 2021 as part of the policy review at the time. This was created with research into best practices and other post-secondary sexualized violence policies. While not formalized in policy there is a guiding document and flowchart that guides risk assessments and creates a plan that prioritizes survivors within a university-led response utilized by the SHSO, Vice-President and Dean of Students in response to disclosures. These documents will be drafted into language that can be formally adopted into policy.
- *Explicitly addressing how records of disclosures, reports, investigations, and outcomes are kept, accessed, and maintained* – The creation of guidelines for managing records of disclosures and reports has been on the radar of the SHSO since the creation of the position and was elevated during the investigation process of the Rubin Thomlinson Independent Review. In summer 2021, the SHSO spoke with various information and record-keeping experts in our campus community to establish best practices (i.e. FOIPOP administrator, Human Resources and Compensation Officer, Assistant Dean of Residence and King's legal advisor). The SHSO will take this feedback and guidance and draft policy language that will formalize how documents and records related to disclosures and reports are kept. The SHSO will ensure that all records related to disclosures and reports are stored in line with the adopted policy.
- *Requirement that members of a Sexualized Violence Policy Report Outcomes Panel be trained in topics related to sexualized violence* – All members of the SVPIAC are eligible to sit on an Outcomes Panel (a three-person committee constituted as needed to provide outcome recommendations in response to a report of sexualized violence). As such, SVPIAC training will necessarily involve Outcomes Panel training. Training for the SVPIAC has been provided in the past and there is a commitment to focused training for the SVPIAC in fall 2022 under Recommendation 4. The SVPIAC will assess training needs and draft policy language that will ensure proper education for the work of the Outcomes Panel in a way that is consistent and evolving, and that reflects the needs of the committee.
- *Explicit prohibition on investigator asking survivors/victims irrelevant questions about their past sexual history* – While this prohibition is not explicitly stated in the Policy at present, it is supported by the stated guiding principles of the Policy. Investigators involved in reports under the Policy to date have not engaged in this form of questioning. Adopting this prohibition formally enhances the survivor-centred and trauma-informed framework of the policy and can provide transparency and reassurance to those considering filing a report. The SVPIAC will research and draft a prohibition on this line of questioning that fits our policy and is in line with best practices and comparative policies.
- *Explicit timeline for appeals* – The SVPIAC will research and draft a timeline that is consistent with our Policy and is in line with best practices and comparative policies.