A SUMMARY OF NCHERM GROUP LEADERSHIP AND INNOVATION
SINCE 1997

SEXUAL MISCONDUCT

- Advising the White House Task Force about campus sexual violence
- Providing consultation to the Futures Against Violence organization
- Providing consultation to the Department of Justice, Violence Against Women Agency
- Championing the application of Title IX to campus sexual violence
- Appeals rights for victims of campus sexual misconduct and other equitable procedural protections
- Insisting on suspension and expulsion as minimum sanctions for campus sexual misconduct
- Promoting and empowering the role of campus victim advocates
- Encouraging meaningful timely warnings for sexual violence under the Clery Act
- Fostering Clery Act compliance for hundreds, if not thousands, of campuses
- Helping higher education to understand the potentially predatory nature of campus sexual violence, and to recognize patterns of abuse
- Innovating the civil rights investigation model for campus sexual violence, now in use on a majority of campuses
- Helping campuses to understand the role and responsibilities of the campus Title IX Coordinator
- Training and certifying more than 3,000 campus Title IX coordinators and more than 8,000 campus civil rights investigators
- Working to defeat the Accuracy in Campus Crime Reporting Act’s open campus hearings provision
- Advocating for formalized amnesty policies to excuse minor policy violations by campus victims of sexual violence
- Popularizing the term sexual misconduct, not as an alternative to “rape,” but as a more expansive willingness by colleges to police abusive sexual acts
- Beyond what is defined as criminal
- Pioneering best practices for campus sexual assault response
Advocating best-in-field model for providing remedies to survivors
Advocacy for confidential campus resources to provide statistical reports of
campus crimes anonymously
Creating a tiered approach to defining campus sexual misconduct
Popularizing the climate survey
Insisting on “rape shield” protections in campus conduct proceedings
Helping to move higher education away from adversarial hearing models to
address campus sexual violence
Advocating to reduce the role of students and faculty in hearing campus
sexual misconduct complaints
Helping to popularize model policies that embrace both the pure consent and affirmative
consent constructs
Popularizing the incapacitation standard for alcohol-involved campus sexual violence
Creating industry standards for civil rights investigations
Leading the application of Title IX to campus employees, not just students
Training more than 1,000 campus hearing and conduct boards
Calling for balance between the rights of the responding party and the reporting party in
campus resolutions of sexual misconduct allegations
Leading the push for campuses to implement the preponderance of evidence standard for all
allegations governed by Title IX
Guiding administrators on many hundreds of campus sexual misconduct case decisions
Leading the debate on viewing sexual assault as a hate crime
Helping the field to evolve the lexicon of terms used in sexual misconduct policies,
procedures, and resolution proceedings
Working to secure passage of the Campus Sexual Assault Victim’s Bill of Rights
Providing professional external investigation and resolution of countless campus sexual
misconduct and other discrimination allegations
Asserting and applying the victim’s rights paradigm for campus case resolutions
Authoring dozens of leading publications on campus sexual misconduct, including seven
peer-reviewed journal articles
Offering continuing education and professional development for Title IX administrators
through the first and only Title IX administrator membership association, ATIXA
Helping campuses to manage risk by increasing compliance, strong victim services, and
equitable procedural protections
Advocating for victims to have the full right of participation in campus hearings
Leading the call for campuses to provide victims of sexual misconduct with alternative
testimony options to avoid face-to-face re-traumatization
Innovating trauma-informed resolution processes for college campuses
Helping to bring understanding of rape trauma and post-traumatic stress responses to
campus sexual misconduct resolutions
Encouraging campuses to establish survivor-centered offices and resources
• Serving as independent experts in more than 50 federal lawsuits impacting sexual misconduct at the college and K-12 levels
• Helping to popularize anonymous reporting
• Innovated model policy making all (non-confidential) university employees mandated reporters
• Innovating the One Policy, One Process model in use by hundreds of campuses
• Fostering an emphasis on due process protections for those accused of sexual misconduct
• Provided training for Office for Civil Rights regional offices
• Served as trainers for Violence Against Women Act grantee schools
• Served on United States Olympics Committee Task Force, resulting in the creation of the Center for SafeSport
• Trained thousands of coaches and athletes in Title IX program equity and sexual misconduct

**BEHAVIORAL INTERVENTION AND THREAT ASSESSMENT**

• Creating the most commonly used model for campus behavioral intervention and threat assessment
• Promulgating the most commonly used and accepted threat assessment tool in higher education
• Commissioning and publishing the most commonly used and accepted violence risk assessment instrument in higher education
• Developed national standards to assess Behavioral Intervention Team (BIT) effectiveness, published as the CORE-Q10 Checklist: Assessment of a Behavioral Intervention Team
• Created and published annual academic journal: The Journal of Campus Behavioral Intervention Teams (J-BIT)
• Creating the only national membership association for college and university threat assessment and behavioral intervention teams, NaBITA
• Publishing some of the leading guides, books and articles on campus behavioral intervention and threat assessment, including *The Book on BIT.*
• Training and certifying thousands of campus behavioral intervention and threat assessment teams
• Training hundreds of faculty groups on early recognition and intervention techniques to support student mental health needs and avert crises
• Serving as forensic experts in some of the leading campus shooting and suicide cases
• Helping the field to overcome misperceptions about FERPA that created dangerous silos of information
• Training hundreds of colleges and universities on violence risk factors developed through the SIVRA-35 expert system
• Developed Violence Risk Assessment of the Written Word tool and training to assess written threats
• Created Radicalization Risk Rubric tool and training to identify extremist social media threats
• Wrote the book *A Faculty Guide to Addressing Dangerous and Disruptive Behavior* to aid faculty in classroom management
• Trained thousands of faculty on classroom management and higher education legal issues
• Developed *Checkmate* gatekeeper violence prevention training to make faculty, staff and community members aware of violence risk factors
• Created training videos, such as Window into BIT and the New Orleans Interviews, to demonstrate best practice techniques

**CAMPUS CONDUCT**

• Pioneered professional external training for conduct boards and panels, having now trained thousands of conduct board members
• Trained hundreds of appeals officers across the country
• Developed the NCHERM Three Question Rubric for Campus Sexual Misconduct Allegations
• Published the Premier Developmental Model Code of Student Conduct
• Pushing higher education away from legalistic language and functions within campus conduct processes
• Innovated the NCHERM Outcome Letter of Rationale in campus conduct hearings
• Helping to push the field toward use of conduct recordkeeping databases
• Advanced the value of transcript notations as a common practice for suspended/expelled students
• Providing online trainings on topics of student conduct, developmental consequences and restorative justice
• Served as faculty for the ASCA Gehring Academy (1999-present)
• Provide annual Legal Update Case Law Review for the Association for Student Conduct Administration annual conferences (2005-present)

**CLERY ACT**

• Wrote the first-ever Clery Act Compliance Manual in 1999
• Assisted higher education to embrace and manage anonymous reporting of crimes
• Helped higher education to understand the Campus Security Authority construct
• Pioneered the NCHERM triangulation approach to crime statistic auditing
• Led higher education toward effective compliance with the Act

**STUDENT ACTIVITIES AND ORGANIZATIONS**

• Pioneered the implementation of a leading student organizations risk management model and framework
• Training on suicide and mental health awareness with a focus on prevention and crisis intervention skills
• Published *Mental Health Crisis: 15 Scenarios* for student affairs and faculty to better address
• mental health challenges faced on campus by student leaders and organizations

**ADMISSIONS**

• Developed and implemented a widely-used model for felony admissions screening

**RISK MANAGEMENT**

• Trained over 1,000 academic administrators, trustees, presidents, and senior cabinet members on legal and risk management

**FIRST AMENDMENT**

• Created one-day and two-day First Amendment training programs
• Provide nation-wide consultation to public institutions and entities regarding free speech, expression, public protests, and understanding the concept of forum and expression limitations

**LITIGATION**

• Serve as litigation strategists in some of the most significant federal Title IX litigation
• Helped to establish the legal basis for the negligent structuring and implementation of campus conduct proceedings
• Widely cited in CA Supreme Court decision extending “special relationships” to the college/student relationship
• Assisting courts in understanding and applying erroneous outcome and selective enforcement claims under Title IX
• Served as litigation strategists on the application of Section 1983 liability to the actions of private college administrators
• Defend colleges and schools that have properly complied with Title IX and industry standards
• Worked to create accountability for schools and colleges that have failed to comply with Title IX and industry standards
• Model policies and procedures upheld in federal court and OCR compliance challenges

**DISABILITY/504 & THE AMERICANS WITH DISABILITIES ACT**

• Created one-day and two-day certification training for 504 Coordinators
• Developed model Pregnant and Parenting Students Policy
• Provide ongoing consultation with campuses nationwide on disability related issues