

To: The Washington Association of Community and Technical Colleges (WACTC)
Board of Presidents

From: WACTC Bias Response Team Taskforce

Date: May 21, 2018

Subject: Bias Incident Response Recommendations

Executive Summary

This report was commissioned by the Washington State Student Services Commission (WSSSC) based on recommendations from the Multicultural Student Services Directors Council's (MSSDC) memo (May 2016) recommending best practices for handling campus bias incidents. The Taskforce included multidisciplinary representatives from the following councils and commissions: Business Affairs Commission (BAC), Chief Diversity and Equity Officers (CDEO), Human Resources Management Commission (HRMC), Instruction Commission (IC), Multicultural Student Services Directors Council (MSSDC), Public Information Commission (PIC), Safety, Security and Emergency Management Council (SSEMC) and Student Services Commission (WSSSC), in addition to staffing support and expertise from the State Board of Community and Technical Colleges (SBCTC).

The findings of this report support and advocate that each Washington State Community and Technical College establish and maintain a Bias Response Team (BRT). The Taskforce specifically recommends that each campus:

- Develops and maintains a Bias Response Team with executive-level support and oversight.
- Designs a Bias Response Team that includes multidisciplinary campus representatives who are provided with specialized training around bias-based incidents and effective responses.
- Ensures rapid responses with an action plan to acknowledge the incident and support the individual(s) and community impacted by the incident to create or recreate campus safety.
- Responds with as much transparency as possible while protecting privacy and confidentiality.
- Ensures reporting channels, documentation protocols and campus policy and procedures are well communicated and followed.
- Engages in regular professional development, preferable through statewide coordinated training.

Table of Contents

[Purpose and Charge](#)

- What is Bias?
- Bias Incidents
- Administrative Support
- Make up of Bias Response Teams
- Role of Bias Response Teams

[Response Protocols](#)

- Action Plan

[Reporting and Documentation](#)

[Policies and Procedures](#)

[Professional Development](#)

- System wide Bias Response Conference
- Focused System Training

[Taskforce Members](#)

[References](#)

[Appendices](#)

- Appendix A: MSSDC Letter of Support
- Appendix B: Sample definitions of Bias
- Appendix C: WSSSC Bias Response Survey
- Appendix D: Sample Bias Incident Response Message
- Appendix E: Sample Bias Response Policies

Purpose and Charge

The Bias Response Team Workgroup was charged with recommending best practices, protocols and resources for Washington State Community and Technical Colleges to develop and sustain a Bias Response Team (BRT) on their campus and create campus administrative policy and procedures. The Taskforce included multidisciplinary representatives from the following councils and commissions: Business Affairs Commission (BAC), Chief Diversity and Equity Officers (CDEO), Human Resources Management Commission (HRMC), Instruction Commission (IC), Multicultural Student Services Directors Council (MSSDC), Public Information Commission (PIC), Safety, Security and Emergency Management Council (SSEMC), and Student Services Commission (WSSSC), in addition to staffing support and expertise from the State Board of Community and Technical Colleges (SBCTC). Building on recommendations from the Multicultural Student Services Directors Council (see Appendix A) on best practices for handling a campus bias incident, the state-wide workgroup convened in July 2017, and completed its recommendations in May 2018.

What is Bias?

While there is no one definition to define bias, many colleges incorporate inclusion of race, national origin or nationality, ethnicity, sexual orientation, gender identity or expression, veteran status, disability and age. The bias-based act is discriminatory and often directed towards an individual or group, based on these (and other aspects) of their identity with the intent of demeaning, intimidating, and threatening individuals, members of the group, and community (see Appendix B for sample definitions).

Bias Incidents

According to the Southern Poverty Law Center (SPLC), there has been an increase in hate and bias incidents across the nation. SPLC reported 1,863 incidents from November 9, 2016 to March 31, 2017; 330 of those occurring on college campuses.¹

The Anti-Defamation League (ADL) reported that, “throughout the 2016-17 school year, students, faculty and staff on 110 American college campuses were confronted by 159 incidents of racist fliers and stickers, as well as numerous on-campus appearances by white supremacists and several rounds of anti-Semitic, racist faxes and emails.”² Fifteen incidents alone have been reported in January of 2018.³ At an October 27, 2017, Senate Health, Education, Labor and Pensions Committee hearings on “*Exploring Free Speech on College Campuses*,” the ADL called on campus leaders to use their bully pulpit to speak out against hate and in support of the university’s values of inclusion and equity.⁴

One method colleges and universities use to address bias on campus is through Bias Response Teams (BRTs). While some colleges have come under scrutiny for the role BRTs, including criticism that it compromises academic and free speech rights of faculty and students⁵, Kevin Kruger, president of NASPA: Student Affairs Administrators in Higher Education, said that “bias response protocols have been created to give students a clear pathway to report their

experience of an incident of bias or hate crime. As campuses work towards creating inclusive communities, it is important for there to be defined ways to report an incident.”⁶

The Washington State Student Services Council (WSSSC) surveyed its membership in February 2017, and found that 39% of respondents had a BRT in place, either as a standalone entity or imbedded as part of another team. An additional 29% reported that while they did not have a BRT on campus, protocols were in place to respond to a bias incident on campus. Of those with BRTs, half had not received any official training about responding to bias incidents (see Appendix C for full survey results).

Administrative Support

Bias Response Teams should provide executive-level support and oversight. An administrator or higher-level member of the executive leadership team should serve as chair.

Make-up of Bias Response Teams

BRT members should have the necessary experience or expertise to bring significant value to the team, including demonstrated understanding of unconscious bias, prejudice, and discrimination, 1st amendment rights, hate crimes and an awareness of historical, systemic and institutional racism, sexism, homophobia, ableism, xenophobia, etc. Members should also have specialized training around bias-based incidents and effective responses.

Depending on the size and resources at each college, the make-up for the Bias Response Team may vary, but core membership may include representatives from the following areas:

- Campus Safety and Security
- College Relations/Public Information Officer
- Counseling
- Chief Academic Officer or Academic Dean
- Chief Diversity, Equity & Inclusion Officer/AVP/VP Equity & Inclusion
- Chief Student Affairs Officer
- Facilities
- Human Resources
- Instruction
- Office of Diversity and Equity (or Multicultural Services)
- Student Life
- Title IX
- Vice President of Administrative Services

Additional membership may include:

- Disability Support Services
- Veterans Affairs
- Member(s) of the campus community with expertise in bias-based incidents and response

Smaller colleges and/or those with limited resources may consider limiting the number of personnel who serve on a BRT and/or embedding a bias-response protocol within a taskforce with similar membership, such as a Behavioral Intervention Team. More important than the titles and number who serve on a BRT is ensuring executive leadership sponsorship and authority to make rapid decisions, and a diverse group of individuals (e.g. role on campus; background) who understand and can address the complexities of bias-based incidents.

Role of Bias Response Teams

Typical roles and responsibilities of the Bias Response Team are to:

- Receive, monitor, refer incidents, and as necessary, coordinate college responses to hate and bias-based incidents that impact all or a significant portion of the college community.
- Provide immediate assistance and support to those impacted by bias-based behavior.
- Provide a conduit for reporting incidents of bias-based behavior.
- Continue to work collaboratively to offer a comprehensive and multifaceted primary prevention and education bias/hate crime program with the expectation of changing attitudes, behaviors and the campus culture, and ensuring that the campus community knows how the college will respond to such acts.
- Continue to uphold the college's message related to their commitment to a safe, inclusive and equitable environment for all students and their no tolerance rule for discriminatory behavior, bias actions and hate crimes.
- In collaboration with MSSSDC and state-sponsored education, offer trainings that inform the campus community about policies and procedures related discrimination, bias incidents, hate crimes and resources.
- Collect and analyze data related to the bias incidents and hate crimes, number of individuals participating in prevention activities and professional development opportunities, learning that occurred during professional development activities, and impact on college climate, and write an end of the year report.

Bias Response Teams should coordinate with existing processes for reporting and addressing acts of discrimination, harassment, or violence, including but not limited to, processes of Human Resources, Code of Student Conduct, Title IX and Safety and Security protocols. Incidents of bias may occur in a manner that warrants the situation is managed solely through one of these other channels, such as the college's discrimination and harassment procedures, particularly if there is a clearly identified respondent. Similarly, incidents that require privacy and/or violate college policy will likely be covered in this manner. Many bias-based incidents, however, occur anonymously through posting of flyers or through social media by known groups with racist/anti-Semitic views or marks of graffiti on campus facilities. Often a respondent is not known or not under the purview of the college's authority. Other times the impact affects many individuals or an entire campus community, and an official and public

response is warranted. Additionally, some incidents may fall under free speech rights and thus cannot/should not be addressed through a process such as Student Conduct, however the college can voice their values of diversity and inclusion by providing counter messages to hate speech. To determine the appropriate response, ensure that representatives on the BRT can determine the appropriate protocol(s) to follow when an incident occurs.

Response Protocol

Bias Response Team meeting

Upon notification of bias-based incident, the BRT chair will consult with at least one other BRT member and determine if there is a need to convene the BRT. If a decision is made to convene the BRT this should be done as soon as possible, ideally on the day of the notification. If a decision is made not to call the BRT, the BRT chair and BRT member will address the matter and inform the BRT team and all appropriate individuals (e.g., Student Conduct officer, Chief Student Affairs Officer, Chief Academic Officer, etc.). Depending on the nature and severity of the incident, administrators who serve on the BRT may need to develop an intervention plan prior to the team meeting. The sooner the institution can provide a coordinated, holistic response that supports the community's emotional as well as physical safety, the sooner the community can begin the work of recovery from the incident. A campus has much greater chance of maintaining the confidence of their community and growing closer as a supportive community if bias is handled swiftly and effectively.

Action Plan

The BRT should establish an immediate plan, which may include:

- *Outreach and support to the targeted victims(s)*. This may include an identified person(s) and/or a broader community. Such outreach may include personal phone call(s), meeting with the identified person(s) and/or broader community; meeting with members of a student organization, referrals to campus and community resources, and information about making additional reports (e.g. Title IX, Police Report).
- *Ensure measures for protecting against retaliation or reprisal for reporting a bias-based incident*.
- *Plan for cleaning up or remedying the affected area, if needed* (e.g. painting over graffiti, removing flyers). The affected area should not be cleaned up until Safety & Security, Campus Police and/or local law enforcement have obtained the necessary evidence.
- *Coordination with existing systems and departments* (e.g. Student Conduct, Human Resources, Title IX, local law enforcement).
- *Timely campus notification*. A message from the college president, designated Vice President or the Bias Response Team should include information about what occurred, a statement about the college's policy and commitment to a bias-free campus, resources

available, and how the college is responding. Follow-up communication may be necessary depending on the nature of the incident.

The special nature of a bias incident must be acknowledged by the institution. Bias incidents create disruption of safety for community members, not just immediate victims. If the nature of a bias incident is left unaddressed, or treated as a typical security incident, community members will feel unheard and unsafe. Harm spreads quickly to more than the initial victims. Additional victims are the friends and family of the targets, people who identify with the targeted group in any way, and people who identify as members of other target groups. Ultimately, the community as a whole will feel the impact of a bias incident, which may lead to a loss of trust in the institution, if the institution does not handle it with care, compassion and take appropriate and necessary actions to address the incident and ensure the community that this type of behavior goes against the college's mission, values, and policies and that the college does not support discriminatory and threatening behavior. The college must reiterate that they remain committed to maintaining a safe educational environment that values equity, inclusion and maintaining a campus community that welcomes, supports and honors their diverse communities (see Appendix D for sample campus message).

- *Transparency of incident.* Bias incidents should be reported with as much transparency as possible to the campus community. The BRT should work closely with their college relations or marketing department to develop the clear and transparent message. The community benefits from clear information about the bias incident; how the college is handling the incident; how members of the college can respond to the bias incident; and resource options for all members of the campus community. If members of the campus community feel information is being kept or hidden from them they may develop negative assumptions about campus leadership and negate the college's overall message related to creating a safe and inclusive learning environment. This may negatively impact the overall campus climate.

Reporting and Documentation

BRTs should establish an online reporting tool. This tool should be shared regularly with members of the campus community, including during New Student Orientation, All Campus Meetings, Departmental Meetings, Student Leadership Retreats, and Board of Trustees Meetings and through campus emails and in various locations on the college website to ensure individuals know how to access the reporting tool. Marketing materials can be created in conjunction with the Title IX and Behavior Intervention Reporting tools. Faculty can play an important role in making sure this information is shared with students.

Records should be securely kept and managed by database software that enables longitudinal tracking of bias-based incidents to assess trends and patterns. Compliance with FERPA and other privacy laws should be maintained.

Policy and Procedures

It is recommended that colleges develop administrative policy and procedures that address bias on campus and how bias incidents will be addressed (See Appendix E for sample policies). While specific language and protocols will vary among individual colleges depending on institutional practices, resources, and culture, common elements should include:

- A clear definition of what constitutes a bias-based incident.
- How to report a bias-based incident.
- What steps are taken once a bias-incident has been reported.
- Who will be responsible for responding to the bias-based incident.
- What type of incident warrants communication to the college community (e.g., bias incident that includes a physical threat; bias-based incident that includes a community member; bias incident that involve public graffiti or flyers, etc.).
- What type of bias-base incident requires notifying the Board of Trustees.
- How information about the incident will be communicated to the college community.
- What steps have the campus taken to address the bias-based incident.
- What resources are available to the campus community.

Professional Development

In June of 2016, the Multicultural Student Services Directors Council (MSSDC) presented a list of recommendations to the Washington Community and Technical College presidents (see Appendix A). MSSDC recommended that these protocols be followed as part of the Washington State CTC system effort to address bias incidents on community college campuses. These recommendations are foundational in developing professional development processes for colleges to follow and utilize for identifying appropriate staff to participate in training programs.

System-wide and Focused Training

Multicultural Student Services Directors Council MSSDC, in collaboration with experts who serve on state BRTs, should coordinate state-wide training of best practices and shared resources for effective bias response protocols. Local training on each campus should also occur on a regular basis (at least biannually). The Washington State Student Services Commission (WSSSC) conference can also serve to provide college professionals opportunity to hear best practices from state and national providers. The taskforce recommends that WACTC set aside funding to support system-wide training and education.

Follow up on Taskforce Recommendations

The Taskforce recommends completing a state-wide survey of Washington State CTCs to assess their progress in setting up and maintaining a Bias Response Team and reporting back to WACTC in spring 2019.

Taskforce Members

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Ken DeMello, Spokane Community College

Edward Esparza, State Board of Community and Technical Colleges

Allison Friedly, Green River College

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References

1. [With Rise in Racially Charged Incidents on Campus, Colleges Work to Ease Students Fears](#), NBC News, Duster, C. R. October 1, 2017.
2. [White Supremacists on Campus: Unprecedented Recruitment Efforts Underway](#). American Defamation League. Updated June 9, 2017.
3. [White Supremacist Propaganda Surges on Campus](#). American Defamation League. January 29, 2018.
4. [ADL to Senate Committee: Hate Speech is Protected, But Harm Must Be Addressed](#). *Urges Congress Not to Restrict Campus Leader Discretion*. American Defamation League. October 26, 2017.
5. [Bias Response Team Report 2017](#). Foundation for Individual Rights in Education (FIRE).
6. [Defending BARTs: Amid growing concerns that they compromise academic freedom and free speech, college administrators offer defense of Bias Assessment and Response Teams](#). Inside Higher Ed. New, J. September 12, 2016.

Appendices

Appendix A: MSSDC Letter of Support

May 31, 2016

Dear Washington Association of Community and Technical Colleges Board of Presidents,

The Multicultural Student Services Directors' Council (MSSDC) is offering this letter of support and clarification in terms of best practices for handling campus bias incidents. We would like to acknowledge that the climate on our college campuses has become increasingly hostile for our students of color, LGBTQIA+, non-dominant religious communities and other systemically non-dominant populations. We appreciate the collective letter signed by all the college presidents last fall expressing your commitment to campus environments that are free from harassment and bias. In light of this commitment, we offer our expertise in upholding this standard.

The MSSDC members are campus leaders in terms of response to bias incidents. As such, we are familiar with protocol that helps campuses address bias in holistic ways that ultimately benefit the institutions and the Washington State Community and Technical College system.

Many institutional leaders are tempted to keep reports of bias confidential. We recognize the need for confidentiality in terms of victim privacy and safety as well as it relates to pending litigation or criminal investigation. However, every bias incident impacts the community as a whole. We urge you to balance the need for confidentiality with the need for transparency in addressing bias. A perceived lack of acknowledgement or care on the part of the institution can lead to a disruption in community members' sense of safety on campus and can erode trust in the administration. For these reasons, MSSDC recommends the following best practice strategies in preparing for and addressing bias incidents:

1. A Bias Response team should be operational on campus BEFORE incidents occur. Having a well-trained team ready to respond to incidents means the difference between swift, coordinated and effective responses as opposed to delays which can lead to the perception that the institution is not responsive and the spread of misinformation as community members try to make sense of the incident. The team should have special training around bias-based incidents.
2. The Bias Response team should consist of representatives from multiple departments including but not limited to: The Vice President for Student Services, Security, the Office of Diversity and Equity (or Multicultural Services), the Title IX coordinator, Counseling, Instruction, Human Resources, College Relations and Student Life. Coordinating these departments allows the institution to be responsive in multiple ways—disciplinary as well as therapeutic responses can be necessary and are often vital to the recovery of the community.
3. The special nature of a bias incident must be acknowledged by the institution. Bias incidents create disruption of safety for community members, not just immediate victims. If the nature of a bias incident is left unaddressed, or treated as a typical security incident, community members will feel unheard and unsafe. Harm spreads quickly to more than the initial victims. Additional victims are the friends and family of the targets, people who identify with the targeted group in

any way, and people who identify as members of other target groups. Ultimately the community as a whole will feel the impact of a bias incident, leading to a loss of trust in the institution.

4. Bias incidents should be reported with as much transparency as possible to the community. The community benefits from more information as opposed to less. If community members feel information is being kept or hidden from them they will assume the institution is uncaring or unresponsive.
5. Bias incidents must be handled in a timely way. The sooner the institution can provide a coordinated, holistic response that supports the community's emotional as well as physical safety, the sooner the community can begin the work of recovery from the incident. A campus has much greater chance of growing closer as a supportive community if bias is handled swiftly and effectively.

These recommendations are in line with protocols recommended by nationally recognized law-enforcement and anti-bias groups. Most specialists in the field of bias prevention and response maintain that victims of bias have three primary needs: the need for safety, the need to be heard, and the need to know what is being done to address the bias. Individuals and communities experience a sense of powerlessness in the face of bias incidents. The institution must be part of the support system that allows community members to recover their sense of agency and safety. We are encouraging every institution in the state system to have a well-trained and effective Bias Response Team that acts in accordance of the recommendations listed above.

Supporting the institutionalization of Bias Response teams statewide is one way WACTC can express commitment to your stated goal of, "zero tolerance for anything but safe campuses for our students and colleagues."

Please feel free to contact us regarding any support we can offer in implementing these recommendations.

On behalf of the Multicultural Student Services Directors' Council,



Felisciana Peralta
MSSDC President
fperalta@clark.edu
360.992.2053



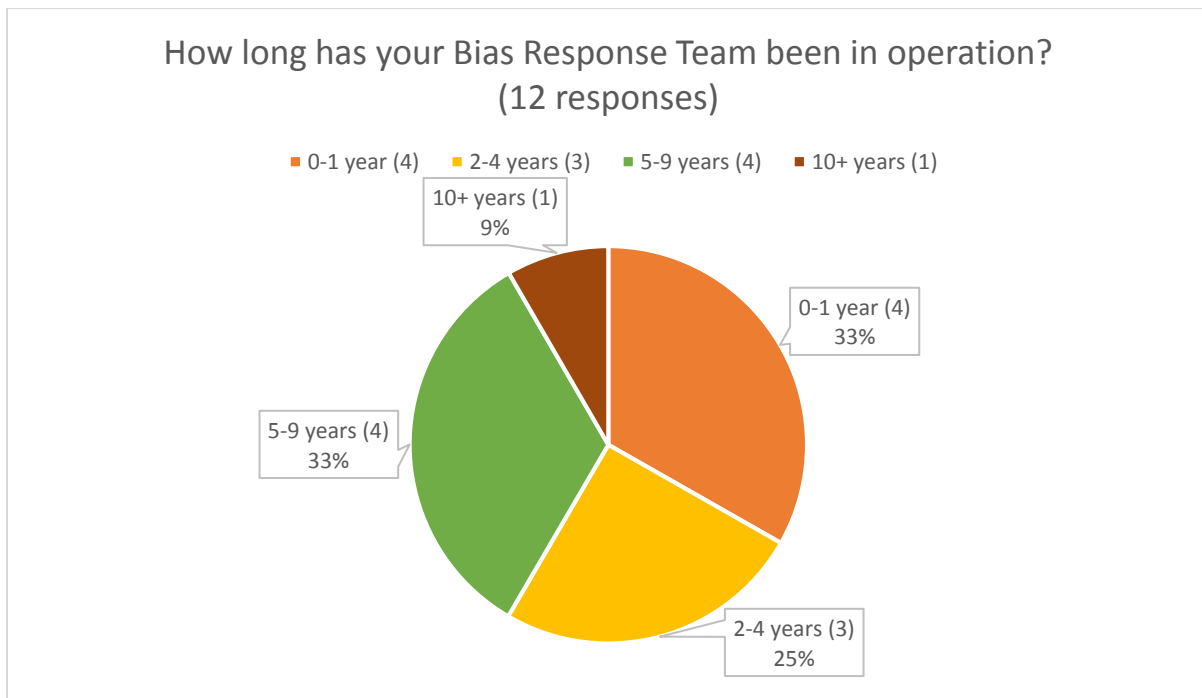
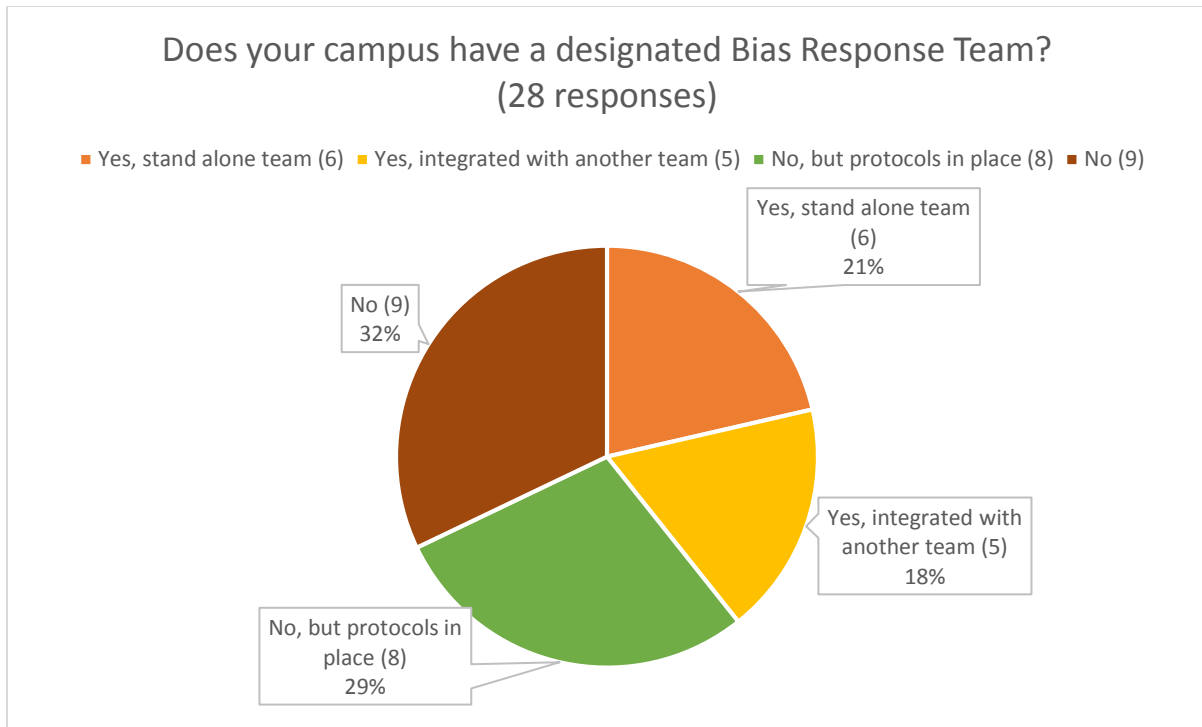
Eileen Yoshina
MSSDC Vice President
eyoshina@spscc.edu
(360) 596-5383

Appendix B: Sample Definitions of Bias

- A bias incident is conduct, speech, or behavior motivated by prejudice or a bias toward another person that does not rise to the level of a crime. Bias incidents violate college policy and should be reported. ([Bellevue College](#))
- A bias-based incident involves conduct – including words, slurs, graffiti, or actions – explicit, implied or perceived – that violates Clark College’s policy prohibiting discrimination on the basis of race, color, national origin, sex, disability, age, religion, sexual orientation, gender identity, gender expression, creed, disabled veteran status, marital status or Vietnam-era veteran status in its programs and activities. ([Clark College](#))
- Any action, including words, slurs, or behaviors, committed against a person or a group that is motivated by prejudice against the person's or group's perceived or actual social identity based on race, color, national origin, age, physical or mental disability, pregnancy, sex, sexual orientation, gender identity, marital status, creed, religion, or veteran or military status, and that interferes with one's educational opportunities or disrupts the learning environment. ([Lower Columbia College](#))
- A bias-motivated incident is an action in which a person is targeted merely by virtue of characteristics of their race, gender, religion, sexual orientation, ethnicity, veteran's status, or disability. These include, but are not limited to, harassment and verbal slurs. Some bias incidents rise to the level of hate crimes, which is a crime motivated in whole or in part by the offender’s bias toward the victim’s status. Hate crimes range from violent acts to threats to property destruction or vandalism. ([South Puget Sound Community College](#))
- Any non-criminal act motivated, in whole or in part, by the victim's actual or perceived race, religion, ethnic background, sexual orientation, gender identity/expression, disability, or nationality. ([University of Wisconsin, La Crosse](#))
- Bias incidents are acts or behaviors motivated by the offender's bias against age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status. While these acts do not necessarily rise to the level of a crime, a violation of state law, university policy, or the *Student Code of Conduct*, a bias act may contribute to creating an unsafe, negative, or unwelcome environment for the victim; anyone who shares the same social identity as the victim; and/or, community members of the University. ([Ohio State University](#))
- A *Bias Incident* is characterized as a behavior or act—verbal, written or physical—which is personally directed against or targets an individual or group based on perceived or actual characteristics such as race, color, religious belief, sex, marital status, sexual orientation, gender identity or expression, national or ethnic origin, disability, veteran status, or age. Behavior reflecting bias may constitute a violation of Vassar College Regulations. The kinds of incidents that may constitute a bias incident, include but are not limited to, threatening telephone calls or mail (including electronic mail), graffiti,

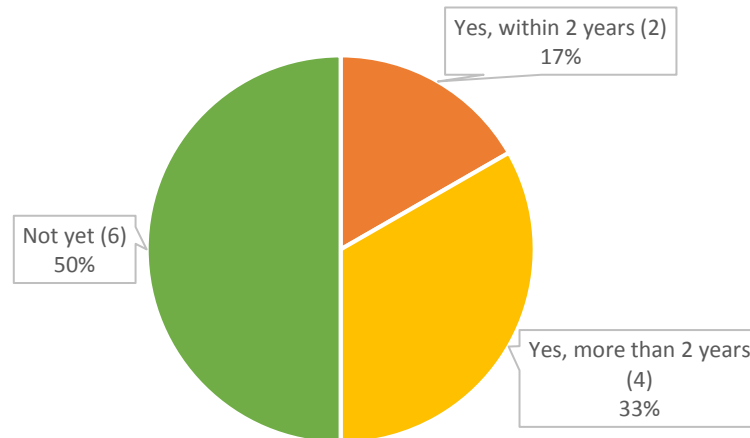
physical assault, sexual assault or abuse, stalking, vandalism, destruction of personal property, harassment, coercion or the use of oral or written expression of bias involving degrading language or stereotypes. Vassar strongly encourages the reporting of all hate crimes and bias incidents that occur on campus or at college sponsored events and activities occurring off campus. *Note: The expression of an idea or point of view some may find offensive or charged is not necessarily a bias-related incident. Vassar values freedom of expression and the open exchange of ideas. The expression of controversial ideas and differing views is a vital part of campus discourse. While this value of openness protects controversial ideas, it does not protect harassment or expressions of bias or hate aimed at individuals or groups that violate College policies.* ([Vassar College](#))

Appendix C: WSSSC Bias Response Survey 2017



Has your Bias Response Team been trained on how to respond to a bias incident? (12 responses)

■ Yes, within 2 years (2) ■ Yes, more than 2 years (4) ■ Not yet (6)



1. Who sits on your Bias Response Team? (10 responses)

- VP/Dean of Student Services (90%)
- Human Resources (90%)
- Multicultural/Diversity Committee Rep (90%)
- Safety/Security (80%)
- Title IX Rep (70%)
- Faculty (50%)
- Admin Services (50%)
- Public Information Officer (40%)
- Disability Support Services (40%)
- Counselor (10%)
- International Programs (10%)
- President (10%)

2. What information or resources would you like to see offered at the state level?

- Training opportunities, including best practices
- Shared models, templates, and resources
- Interventions and responses to bias incidents
- How to prioritize the need of a Bias Response Team on campus
- Shared definition of “bias”

Appendix D: Sample Bias Incident Response Message from Clark College

Below is a bias response message from Clark College using our standard template. The first paragraph is changed to reflect the particulars of specific incidents. The rest of the body remains the same.

College community,

Today, January 2, 2018, we were notified of the discovery of racist graffiti in a men's restroom. This discovery and report was made by a Clark College student. The graffiti has been removed.

Clark College is committed to our Non-Discrimination and Harassment Policy and also the College's core values and principles. We are, and will continue to be, committed to ensuring a safe, inclusive and supportive environment for all members of the college community.

In accordance with established College procedure, any person – including, faculty, staff, students, or visitors – who sees, becomes aware of, or is subject to bias-based expression of any kind should immediately notify the **Director of Security at 360-992-2133** or the **Office of Diversity and Equity at 360-992-2053**. The College takes bias-based incidents seriously but cannot respond if we are not aware that something has occurred.

Our commitment to providing an open, safe and inclusive environment is asserted in our **Non-Discrimination and Harassment Policy and Grievance Procedure (WAC 132N-300)**:

The college affirms a commitment to freedom from discrimination for all members of the college community. The responsibility for, and the protection of, this commitment extends to students, faculty, administration, staff, contractors, and those who develop or participate in college programs. It encompasses every aspect of employment and every student and community activity. The college expressly prohibits discrimination on the basis of race, color, national origin, age, perceived or actual physical or mental disability, pregnancy, genetic information, sex, sexual orientation, gender identity, marital status, creed, religion, honorably discharged veteran or military status, or use of a trained guide dog or service animal. Harassment is a form of discrimination.

We would also like to remind you that Clark offers a number of resources and services, including:

§ The [Counseling and Health Center](#) provides free and low cost physical and mental health appointments for students along with a variety of [mental health and wellness resources](#). 360-992-2614.

§ [The Employee Assistance Program \(EAP\)](#) provides free counseling resources to employees. 1-800-535-4985.

§ The [Office of Diversity](#) is committed to serving systemically non-dominant communities throughout Clark College and engages in conversations around power, privilege, inequity, and diversity. 360-992-2757.

§ Clark College addresses discrimination and harassment related to gender, gender identity, sex, sexual orientation, etc. via [Title IX](#) policies and procedures. 360-992-2401 or 360-992-2900.

§ The [Safety and Security department](#) provides assistance to students, staff, and community members; security officers are on campus 24/7 every day of the year. 360-992-2133.

§ Clark College's [Bias-Based Incident Response Protocol](#) establishes a timely and effective response to bias-based incidents at any facility, or venue owned, operated, or leased by Clark College.

§ [BITA Team \(Behavior Intervention and Threat Assessment\)](#) is a team of Clark faculty and staff that help students in crisis.

§ The Assistant Director of Student Care and Community Standards connects students to resources, helps answer student questions, and manages the [student complaint process](#). 360-992-2401.

§ [Disability Support Services](#) provides accommodations to students with disabilities, and offers support and advocacy to students addressing issues related to discrimination and equal access.

Main phone: 360-992-2314 or Video phone: 360-991-0901.

Sincerely,

Biased-based Incident Response Team

Bob Williamson, Vice President of Administrative Services

Loretta Capeheart, Associate Vice President of Diversity, Equity, and Inclusion

Darcy Rourk, Interim Vice President of Human Resources and Compliance

Cath Busha, Dean of Student Engagement

Mike See, Director of Security and Safety

Sarah Gruhler, Director of Student Life

Natalie Shank, Interim Director of Student Care

Appendix D: Sample Policies and Procedures

Below are links to bias response policies and reporting procedures from schools within the state system as well as from colleges and universities from across the country.

- § **Clark College** - [Policies Procedures Document](#)
- § **Grand Valley State University** - [Public Incident Report](#)
- § **Lower Columbia College** - [Bias Response Team](#)
- § **South Puget Sound Community College** - [Advising Support Campus Reporting](#)
- § **South Seattle College** - [Resources](#)
- § **University of Oregon** - [Reporting a Student of Concern Form](#)
- § **University of Chicago** - [Bias Education & Support Team Incident Report](#)
- § **University of Minnesota** - [Bias Response and Referral Network](#)
- § **University of Michigan** - [Public CARE Report Form](#)
- § **University of Wisconsin-Madison** - [Bias Incident Report Form](#)
- § **Ohio State University** - [BART Incident Report Form](#)
- § **Montana State University** - [Bias Incident Reporting Form](#)