



STUDENT LIFE

OFFICE OF STUDENT CONFLICT RESOLUTION  
UNIVERSITY OF MICHIGAN

# Annual Report 2012-2013



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# The Year

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During the 2012-2013 academic year, the Office of Student Conflict Resolution (OSCR) continued to provide a variety of programs and services designed to support a safe, just, and peaceful community, while helping Michigan students learn how to manage and resolve conflict peacefully. As in previous years, OSCR offered a full spectrum of conflict resolution pathways including Conflict Coaching, Facilitated Dialogue, Shuttle Negotiation, Social Justice Mediation, and Restorative Justice Circles, as well as the Arbitration process described in the *Statement of Student Rights and Responsibilities* and the Adaptable Conflict Resolution for Alcohol and Other Drugs (ACR-for-AOD) Program.

OSCR also supported significant institutional policy initiatives in 2012-2013. In accordance with the cycle established by the Student Relations Advisory Committee (SRAC) of the Senate Assembly, the 2012-2013 academic year served as an amendment year for the *Statement of Student Rights and Responsibilities* (the *Statement*). Students, faculty, and staff submitted a total of six proposed amendments to the *Statement*, which were unanimously supported by the SRAC and later approved by President Coleman. Those amendments became effective on July 1, 2013 and are now reflected in the *Statement*.

In addition to the *Statement* amendment process, OSCR worked actively with campus stakeholders to develop the UM Policy on Sexual Misconduct by Students, which is scheduled to take effect during the 2013-2014 academic year. Once complete, the UM Policy on Sexual Misconduct by Students will replace the Interim Procedure for Addressing Sexual Misconduct Allegations Against Students (“Interim Procedure”), which took effect on August 18, 2011 and superseded processes specific to sexual misconduct in the *Statement* pending development of a permanent policy.

During the 2012-2013 academic year, OSCR collaborated with campus partners, including investigators in the Office for Institutional Equity, to address 83 sexual misconduct matters reported and reviewed under the Interim Procedure. Matters reported involved sexual assault (43), sexual harassment (30), and both stalking (9) and hazing (1) of a sexual nature. Further detail regarding the disposition of those matters can be found in the Report of Actions included below. In the future, information regarding student sexual misconduct matters will be provided in an annual report produced by the Title IX Coordinator under the UM Policy on Sexual Misconduct by Students.

OSCR also spent considerable time in 2012-2013 adjusting to a continued increase in the number of alcohol and other drug (AOD) matters being managed in the ACR-for-AOD program. In total, 272 AOD matters were addressed in the ACR-for-AOD program during the 2011-2012 academic year, compared with 404 this year. This represents a 49% increase in the ACR-for-AOD program in one academic year.

Meanwhile, OSCR transitioned to a new physical location in the Student Activities Building, unveiled a new website, and continued at the forefront of student conduct and conflict resolution nationally. OSCR staff members were called upon during the year to consult, educate, and engage with stakeholders locally and nationally on topics ranging from mediation and conflict coaching to restorative justice approaches to student sexual misconduct.

The report that follows provides additional detail regarding OSCR’s 2012-2013 accomplishments, programs, and services, while also providing the annual disclosure of reported *Statement* violations and resulting sanctions or interventions.

# The Mission

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## **Build Trust**

OSCR builds trust by conducting an operation that is educationally focused, student-driven, and community-owned through:

- Supporting the amendment process of the *Statement of Student Rights and Responsibilities* that is revised and approved by students, faculty and staff; and
- Collaborating with students, student groups, student leaders, and campus departments.

## **Promote Justice**

OSCR promotes justice by facilitating conflict resolution for the Michigan community and creating a just and safe campus climate through:

- Administering the *Statement of Student Rights and Responsibilities* with compassion, integrity, and fairness; and
- Implementing related university policies and developing procedures that provide adaptable conflict resolution.

## **Teach Peace**

OSCR teaches peace by serving as a campus resource for conflict management through:

- Providing proactive and preventive educational programming for students, student groups, and campus departments; and
- Striving to set the national standard for campus conflict resolution.

# The Team

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Claudette Brower, Office Supervisor

Justin Beauchamp, Graduate Intern

Erisa Caka, Conflict Resolution Facilitator

Amanda Chrzasz-Reedy, Conflict Resolution Facilitator

Khushi Desai, Conflict Resolution Facilitator

Katie Fleming, Conflict Resolution Facilitator

Joelle Fundaro, Graduate Intern

Antoyrie Green, Conflict Resolution Facilitator

Carrie Landrum, Program Manager, ACR

Sandy Lymburner, Records Specialist

Aniesha Mitchell, Program Manager, FCR

TiKyra Napoleon, Conflict Resolution Facilitator

Courtney Rivet, Conflict Resolution Facilitator

Victoria Ruiz, Conflict Resolution Facilitator

Damiana Sorrell, Conflict Resolution Facilitator

Cherry Tolbert, Conflict Resolution Facilitator

Myc'Kell Toney, Conflict Resolution Facilitator

Denzell Turner, Conflict Resolution Facilitator

Stacy Vander Velde, Associate Director

Kathryn Wennerstrom, Finance and HR Specialist

Jay Wilgus, Director

Tangela Woodley, Conflict Resolution Facilitator

Joe Zichi, Program Manager, ACR-for-AOD

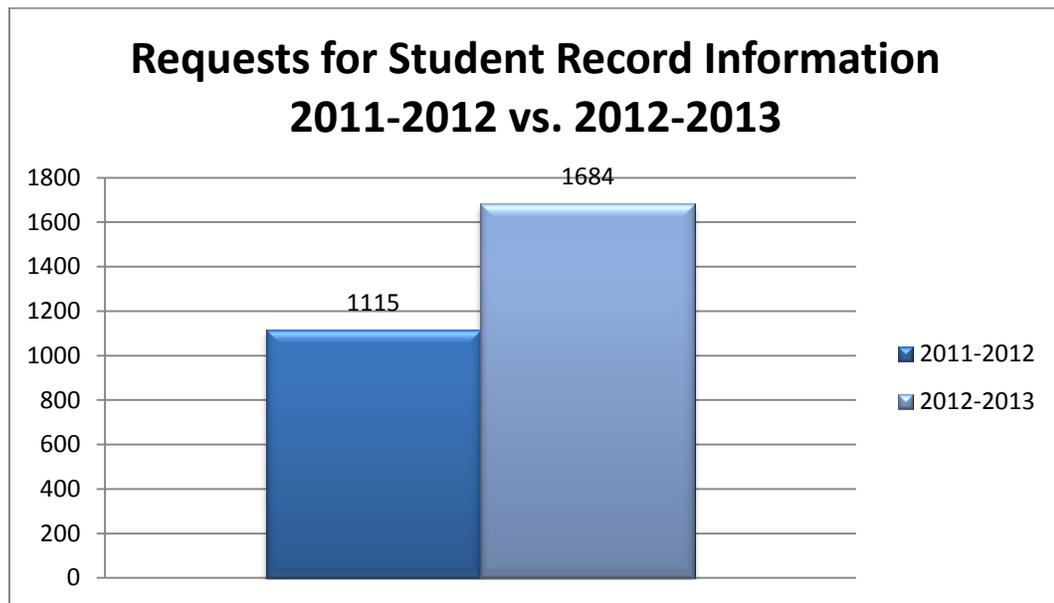
# The Accomplishments

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OSCR is proud to report the following key accomplishments from the 2012-2013 academic year:

## Direct Client Interaction and Service

- Continued implementation of the Interim Procedure for Addressing Sexual Misconduct Allegations Against Students (“Interim Procedure”); reviewed and managed 83 reports of sexual misconduct.
- Processed 1,684 requests for student record information. This represents a 34% increase from last academic year, much of which can be attributed to the increasing number of requests completed for the Center for Global and Intercultural Study (CGIS) prior to study abroad trips.



- Provided conciliation and mediation services for the Off-Campus Housing Program (OCHP) while program was relocated to Dean of Students Office.
- Selected 16 new and 3 returning members for 2013-2014 OSCR Student Advisory Board, which will be OSCR’s largest board ever.
- Completed pilot phase of the Facilitation Training developed within the Division of Student Affairs by delivering a final report to divisional sponsors and preparing a final training manual.
- Coordinated and supported triennial *Statement* amendment process in collaboration with the Student Relations Advisory Committee in a manner reflective of institutional culture and policy.

## Outreach

- Created and hosted 2 webinars delivered to national audiences discussing OSCR’s unique approach to student conduct and conflict management.
- Provided Faculty representation at the Association for Student Conduct Administration summer training institutes: the Donald D. Gehring Academy (1.0 and 2.0) and the Student Organizations Institute.
- Completed 3 focus groups orchestrated by the OSCR Student Advisory Board in an effort to collect data about student perceptions of and experience with OSCR.
- Delivered 21 educational workshops to an average audience of 18 community members.

- Collaborated with campus partners to host the Campus Sexual Assault Policy, Problems, and Progress conference.
- Participated in 8 student information fairs.
- Completed outreach efforts with each residence hall Community Council during Winter 2013.
- Finalized OSCR logo for organizational use in a manner consistent with organizational culture goals.
- Designed and launched a new OSCR website to provide a more interactive, informative, and updated experience for students.
- Increased OSCR's social media presence each month of Fall term (Twitter: 6.25% per month; Facebook: 10% per month).
- Developed and posted advertisements in the Diag promoting OSCR's programs and services to students.
- Placed advertisements on UM shuttle buses that appeared from February through March 2013.
- Responded to inquiries from institutions seeking information on campus conflict resolution services in general and/or OSCR services.

### **Planning and Assessment**

- Participated on biennial alcohol policy review committee lead by UHS.
- Designed, in collaboration with University Housing Planning and Design, relocation plans for OSCR to move from South Quad to the Student Activities Building in May 2013.
- Drafted organizational vision statement and strategic priorities to produce greater clarity about OSCR's strategic direction.
- Drafted assessment instrument based on the student learning goals adopted by OSCR in 2012; instrument will be distributed during the 2013-2014 academic year.

### **Administration**

- Provided 40 hours of training to OSCR student staff that included motivational interviewing, social justice education, facilitation skills, and theoretical underpinnings of OSCR's mission, services, and objectives.
- Provided annual training to new Student Panelists and Resolution Officers in a manner consistent with OSCR's mission, services, and objectives.
- Selected several OSCR student staff members to attend a drive-in conference for the Association for Student Conduct Administration at Eastern Michigan University.
- Hosted monthly in-services for OSCR staff that provided continuous learning opportunities related to OSCR's services or special topics (e.g. resume writing for student staff, the FISH Customer Service Model, and more).
- Served as internship site for two graduate students in student affairs during Winter 2013.
- Participated in various professional development opportunities, including: Clery Act training and various Association for Student Conduct Administration events, including the national conference, Big 10 conference, state drive-in meetings, and the Gehring Academy.
- Served as divisional/institutional delegate to the Core Planning Team responsible for crafting a permanent student sexual misconduct policy.
- Coordinated case debriefing meetings with key stakeholders regarding student sexual misconduct matters.
- Convened and hosted a series of meetings regarding various conduct and conflict processes in the Division of Student Affairs. Participants included OSCR, University Housing, Office of Greek Life, Center for Campus Involvement, Dean of Students Office, and the Hate/Bias Team.

- Examined the feasibility of implementing a processing charge for background check requests; concluded that it was not feasible given available revenue models and institutional interest in a centralized background check process.
- Extended the term-length of our full-time ACR-for-AOD Program Manager through June 30, 2014 after successfully satisfying budget predictions.
- Supported the appointment of two new students to the Appeals Board.
- Completed record consolidation project by moving remaining records from Filemaker to Advocate.
- Reviewed and updated “Commitment to Collaborate” between OSCR and University Housing.
- Reviewed and updated various letters for the ACR-for-AOD program.
- Conducted training for members of the Appeals Board on how to effectively manage matters involving sexual misconduct under the Interim Procedure.
- Implemented Federal Reporting Module within Advocate to assist with timely and accurate reporting of offenses pursuant to the Clery Act.
- Completed annual purging and shredding of case files pursuant to OSCR’s Record Retention Policy;

# The Programs and The Numbers

## The *Spectrum Model*

As discussed in previous annual reports, the conceptual framework for OSCR's programs and services is the *Spectrum Model*. The *Spectrum* is a continuum of conflict resolution processes, or "pathways," designed to permit parties to the conflict, rather than a potential policy violation, to drive the conflict resolution process.



\*Figure developed by Schrage & Thompson, 2008.

OSCR invites participants to make an informed choice regarding the pathways above through three major program areas: ACR, FCR, and ACR-for-AOD. Details regarding each program are provided below.

## Formal Conflict Resolution (FCR)

The FCR process occurs when a student is reported to have violated the *Statement of Student Rights and Responsibilities*. Both the complainant (the party reporting the violation) and the respondent (the student named in the complaint) will have the opportunity to meet with an OSCR staff member to discuss their options in the FCR process, and both are entitled to have an advisor present at any meetings with OSCR.

During the 2012-2013 academic year, 84 matters were managed under the FCR program. Details regarding the number/type of reported violations, along with information about the number of instances in which a student was found responsible for the reported violation, are shown in Table C. below. Details regarding the number/type of sanctions applied in those matters are shown Table D. below.

## Adaptable Conflict Resolution (ACR)

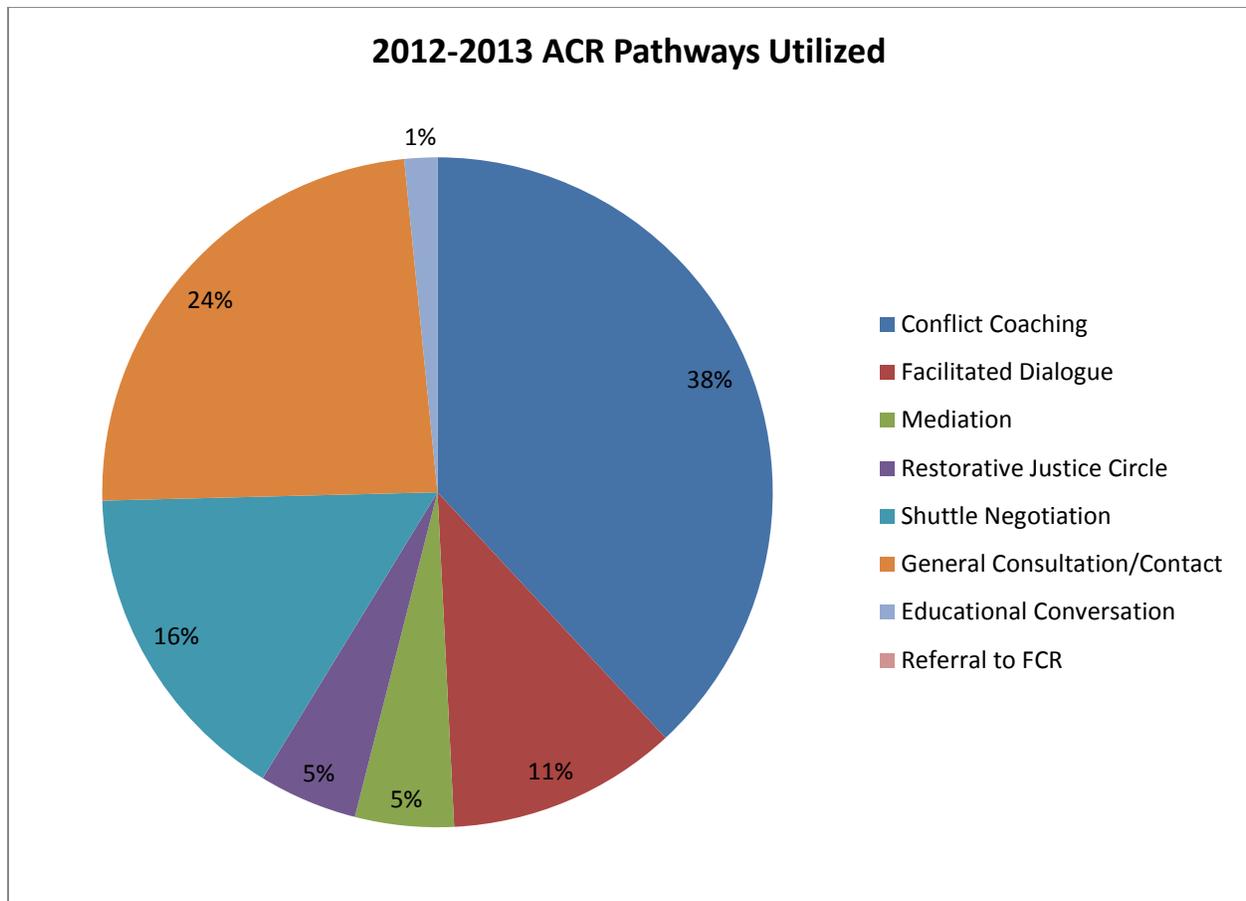
ACR processes are available when parties experience conflict and choose not to utilize the FCR process. ACR offers various approaches that adapt around individual needs and circumstances. Conflict resolution skills provided by ACR allow each individual involved to have significant influence over the process and substantial control over any outcome, including whether or not a resolution is reached at all. Pathways in ACR include Conflict Coaching, Facilitated Dialogue, Shuttle Negotiation, Social Justice

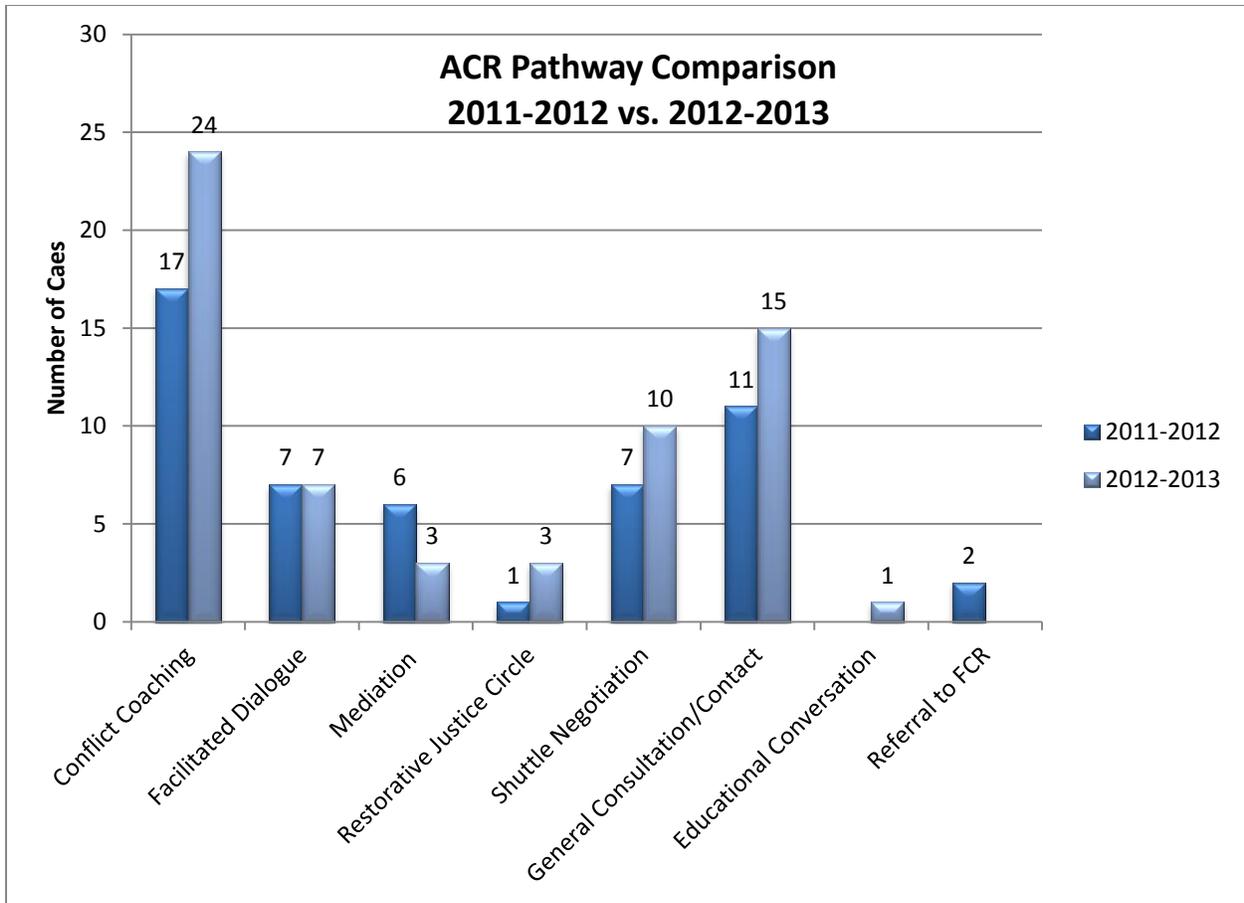
Mediation, and Restorative Justice Circles. During the 2012-2013 academic year, 56 matters were managed under the ACR program. Those matters involved a total of 188 students and 8 student organizations.

**Table A.**

<b>Pathways Used in ACR Program</b>	
Conflict Coaching	24
Facilitated Dialogue	8
Mediation	3
Restorative Justice Circle	4
Shuttle Negotiation	10
General Consultation/Contact	15
Educational Conversation	1
<i>Total</i>	65*

\*This number is greater than the total number of matters addressed (i.e. 56) because some matters utilized more than one pathway.





**Adaptable Conflict Resolution for Alcohol and Other Drugs (ACR-for-AOD)**

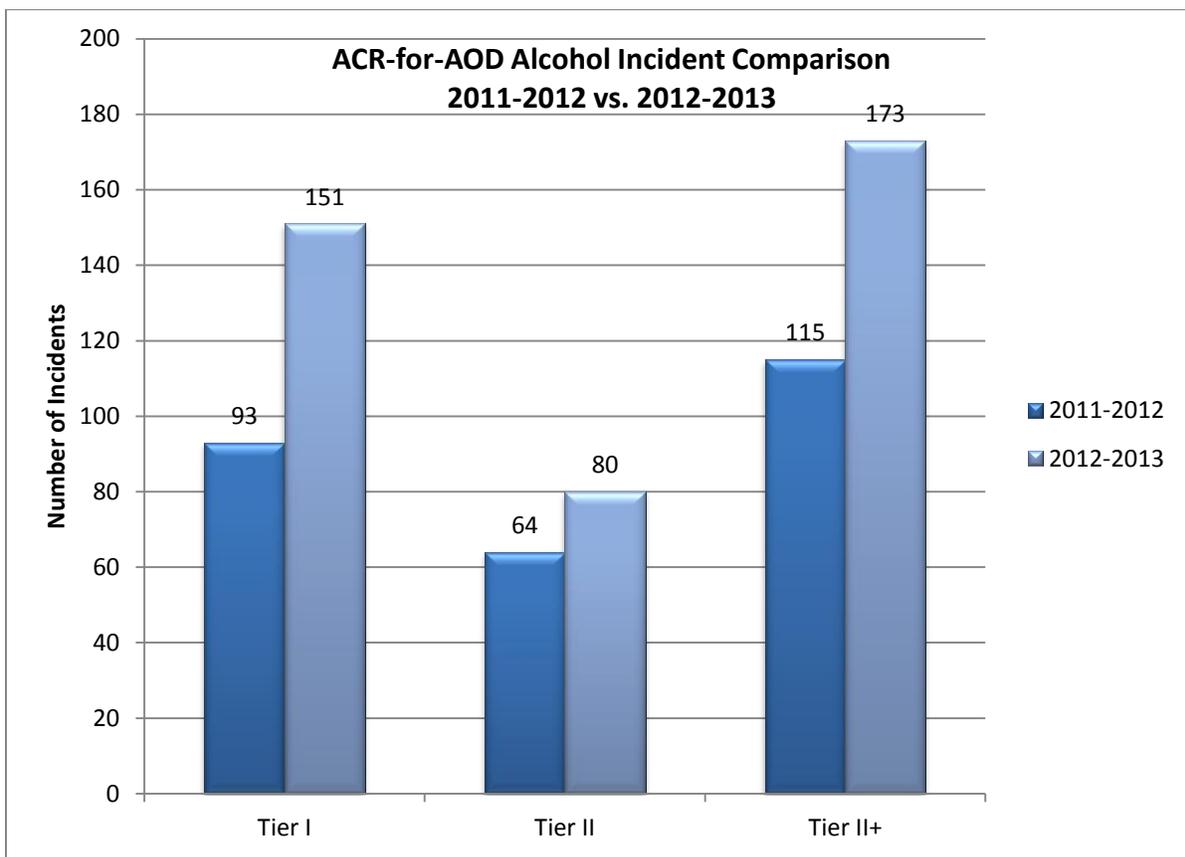
OSCR’s ACR-for-AOD program allows students to address alcohol or other drug-related incidents in a safe, private setting without incurring a disciplinary record. While all ACR-for-AOD meetings involve certain key elements, the exact content and outcome of a student’s ACR-for-AOD meeting(s) will depend upon the nature of the incident and the student’s specific needs. A typical ACR-for-AOD meeting involves, among other things, reviewing the *Statement of Student Rights and Responsibilities*, discussing the incident and the student’s general AOD usage, and exploring campus resources.

OSCR categorizes all ACR-for-AOD incidents into one of three Tiers (Tier I, Tier II, and Tier II+) which determine the sub-pathway of an ACR-for-AOD incident. Tier I designates first-time incidents. Tier II refers to second-time incidents, first-time transports (not occurring in the residence halls), and first-time incidents in a residence hall for a non-resident. Tier II+ includes first-time transports from a residence hall of a resident.

During the 2012-2013 academic year, 404 matters were managed under the ACR-for-AOD program as described in Table B. below. Details regarding the number/type of sanctions applied in those matters are shown in Table D. on page 13.

**Table B.**

<b>AOD Related Statement Violations By Tier (Alcohol Only)</b>	
Tier I	151
Tier II	80
Tier II+	173
<i>Total</i>	404



# Report of Actions

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As described in the *Statement*, “[b]ehavior which occurs in the city of Ann Arbor, on University controlled property, or at University sponsored events/programs may violate the *Statement*. Behavior which occurs outside the city of Ann Arbor or outside University controlled property may violate the *Statement* only if the behavior poses an obvious and serious threat or harm to any member(s) of the University community.” During the 2012-2013 academic year, OSCR received and processed 621 reported violations of the *Statement* as described in Table C below.

**Table C.**

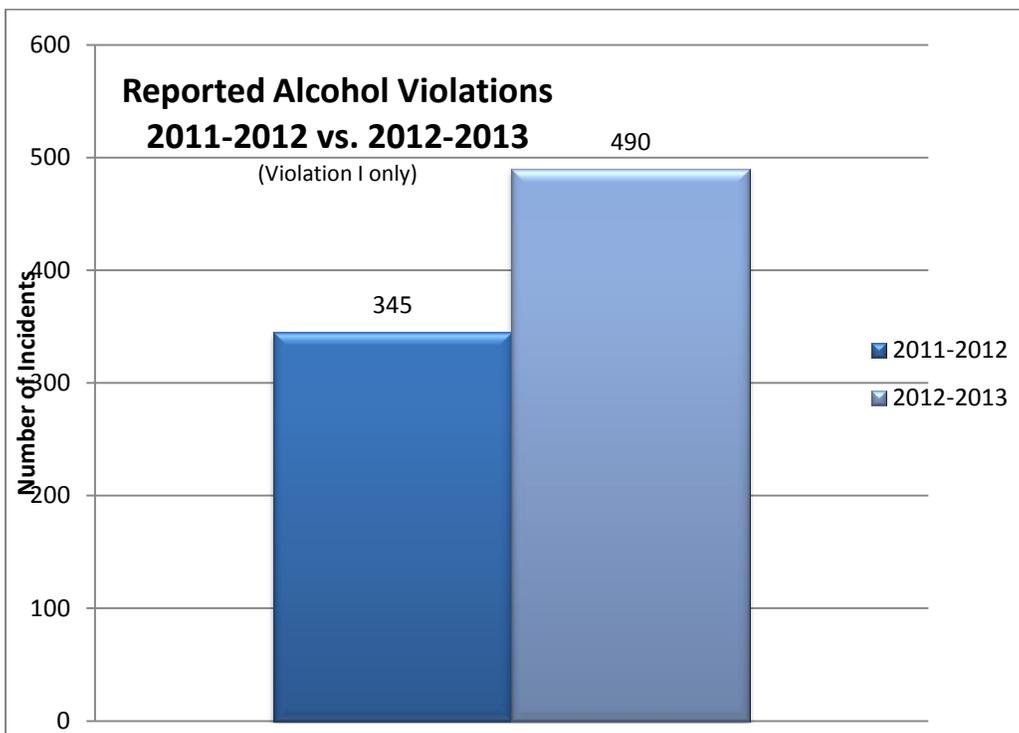
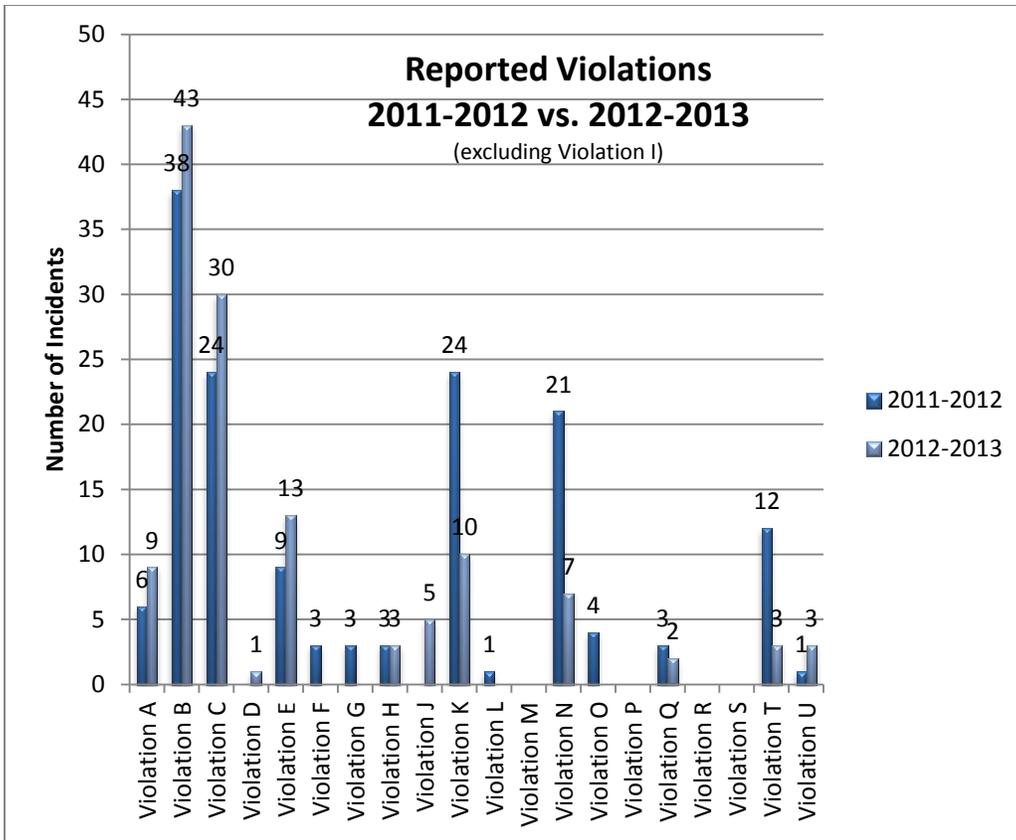
<b>Reported Violations of the <i>Statement of Student Rights and Responsibilities</i></b>	<b>Total</b>
<b>A. <i>Physically harming another person including acts such as killing, assaulting or battering</i></b> <ul style="list-style-type: none"> <li>○ 6 Responsible</li> <li>○ 1 Not Responsible</li> <li>○ 2 Referred to ACR</li> </ul>	9
<b>B. <i>Sexually assaulting another person*</i></b> <ul style="list-style-type: none"> <li>○ 5 Responsible</li> <li>○ 8 Not Responsible</li> <li>○ 23 Reviewed and Closed Pending Additional Information</li> <li>○ 1 Unresolved: Investigation in Progress</li> <li>○ 1 Referred to Office for Institutional Equity as Staff or Faculty Matter</li> <li>○ 5 Non-UM Affiliates</li> </ul>	43
<b>C. <i>Sexually harassing another person*</i></b> <ul style="list-style-type: none"> <li>○ 6 Responsible</li> <li>○ 10 Not Responsible</li> <li>○ 8 Reviewed and Closed Pending Additional Information</li> <li>○ 4 Reviewed and Closed as Not Involving Sexual Harassment</li> <li>○ 1 Referred to Housing Student Conflict Resolution</li> <li>○ 1 Referred to School of Social Work</li> </ul>	30
<b>D. <i>Hazing</i></b> <ul style="list-style-type: none"> <li>○ 1 Reviewed and Closed Pending Additional Information*</li> </ul>	1
<b>E. <i>Stalking or harassing another person</i></b> <ul style="list-style-type: none"> <li>○ 4 Responsible (2 of which were processed under the Interim Procedure*)</li> <li>○ 3 Not Responsible (2 of which were processed under the Interim Procedure*)</li> <li>○ 5 Reviewed and Closed Pending Additional Information*</li> <li>○ 1 Referred to ACR</li> </ul>	13
<b>F. <i>Perpetrating domestic violence / intimate partner violence</i></b>	0
<b>G. <i>Possessing, using or storing firearms, explosives or weapons on University controlled property or at University events or programs</i></b>	0
<b>H. <i>Tampering with fire or other safety equipment or setting unauthorized fires</i></b> <ul style="list-style-type: none"> <li>○ 2 Responsible</li> <li>○ 1 Not Responsible</li> </ul>	3

<p><i>I. Illegally possessing or using alcohol**</i></p> <ul style="list-style-type: none"> <li>○ 151 (Tier I) Responsible</li> <li>○ 80 (Tier II) Responsible</li> <li>○ 173 (Tier II+) Responsible</li> <li>○ 67 (FCR) Responsible</li> <li>○ 1 Not Responsible</li> <li>○ 7 Unresolved: In Progress</li> <li>○ 2 Referred to ACR</li> <li>○ 5 Case Dismissed</li> <li>○ 3 Not Enrolled-Alumni</li> <li>○ 1 Not Enrolled-Student Withdrawn from UM</li> </ul>	490
<p><i>J. Illegally distributing, manufacturing or selling alcohol</i></p> <ul style="list-style-type: none"> <li>○ 1 Not Responsible</li> <li>○ 4 Referred, Complaint Not Pursued</li> </ul>	5
<p><i>K. Illegally possessing or using drugs**</i></p> <ul style="list-style-type: none"> <li>○ 6 (FCR) Responsible</li> <li>○ 4 (Tier I) Responsible</li> </ul>	10
<p><i>L. Illegally distributing, manufacturing or selling drugs</i></p>	0
<p><i>M. Intentionally and falsely reporting bombs, fires or other emergencies to a University official</i></p>	0
<p><i>N. Stealing, vandalizing, damaging, destroying or defacing University property or the property of others</i></p> <ul style="list-style-type: none"> <li>○ 6 Responsible</li> <li>○ 1 Not Responsible</li> </ul>	7
<p><i>O. Obstructing or disrupting classes, research projects, or other activities or programs of the University or obstructing access to University facilities property or programs (except for behavior that is protected by the University's policy on Freedom of Speech and Artistic Expression)</i></p>	0
<p><i>P. Making, possessing or using any falsified University document or record; altering any University document or record, including identification cards and meal cards</i></p>	0
<p><i>Q. Assuming another person's identity or role through deception or without proper authorization. Communicating or acting under the guise, name, identification, email address, signature or indicia of another person without proper authorization, or communicating under the rubric of an organization, entity or unit that you do not have the authority to represent</i></p> <ul style="list-style-type: none"> <li>○ 1 Not Responsible</li> <li>○ 1 Case Dismissed</li> </ul>	2
<p><i>R. Failing to leave University controlled premises when told to do so by a police or security office with reasonable cause</i></p>	0
<p><i>S. Conviction, a plea of no contest, acceptance of responsibility, or acceptance of sanctions for a crime or civil infraction (other than a minor traffic offence) in state or federal court if the underlying behavior impacts the University community</i></p>	0
<p><i>T. Misusing, failing to comply with, or jeopardizing Statement procedures, sanctions, or mediated agreements, or interfering with participants involved in the resolution process</i></p> <ul style="list-style-type: none"> <li>○ 1 Responsible</li> <li>○ 2 Not Responsible</li> </ul>	3

<i>U. Violating University computer policies</i>	3
<ul style="list-style-type: none"> <li>○ 2 Responsible</li> <li>○ 1 Complaint Withdrawn</li> </ul>	
<i>Other U-M Policy Violations</i>	2
<ul style="list-style-type: none"> <li>○ 1 Smoking Policy: Responsible</li> <li>○ 1 Smoking Policy: Case Dismissed</li> </ul>	
<b><i>TOTAL Reported Violations Received and Processed by OSCR in 2012-2013</i></b>	<b>621</b>

\*Beginning August 18, 2011, all sexual assault, sexual harassment, and other reports involving contact of a sexual nature were managed under the Interim Procedure for Addressing Sexual Misconduct Allegations Against Students using an investigative model and a preponderance of the evidence standard. See 2011-2012 annual report for further information concerning the Interim Procedure.

\*\*A portion of reported violations in this category were managed through the ACR-for-AOD program.



## Sanctions or Interventions Utilized with Students Found Responsible for a Reported Violation

As described in the *Statement*, the sanctions or interventions applied to students who accept responsibility for a reported violation, or who are found responsible for a violation through a *Statement* process, are designed to promote the University's educational mission. "Sanctions/interventions may also serve to promote safety or to deter students from behavior which harms or threatens people or property or is motivated by bias because of membership in a group listed in Section 2 [of the *Statement*]. Some behavior is so harmful to the University community or so deleterious to the educational process that it may require more serious sanctions/interventions such as removal from housing, removal from specific courses or activities, suspension from the University, or expulsion." During the 2012-2013 academic year, the following sanctions/interventions were utilized with students who were found responsible, or who accepted responsibility, for a reported violation:

**Table D.**

Sanction/Intervention Type	Total
<p><i>A. Formal Reprimand:</i> A formal notice that the <i>Statement</i> has been violated and that future violations will be dealt with more severely.</p> <ul style="list-style-type: none"> <li>○ 19 Behavioral Contract</li> <li>○ 26 Formal Reprimand</li> </ul>	45
<p><i>B. Disciplinary Probation:</i> A designated period of time during which the student is not in good standing with the University. The terms of probation may involve restrictions of student privileges and/or set specific behavioral expectations.</p> <ul style="list-style-type: none"> <li>○ 62 General</li> </ul>	62
<p><i>C. Restitution:</i> Reasonable compensation for loss, damage, or injury to the appropriate party in the form of community service or service learning, money, or material replacement.</p> <ul style="list-style-type: none"> <li>○ 14 Apology Letter</li> <li>○ 2 Financial Restitution</li> </ul>	16
<p><i>D. Restriction from Employment at the University:</i> Prohibition or limitation on University employment.</p>	0
<p><i>E. Class/Workshop Attendance:</i> Enrollment and completion of a class or workshop that could help the student understand why certain behavior was inappropriate.</p> <ul style="list-style-type: none"> <li>○ 264 Brief Alcohol Screening and Intervention for College Students (BASICS)</li> <li>○ 35 Assessment for Substance Abuse Patterns (ASAP)</li> <li>○ 4 Individual Marijuana Education Program (IMEP)</li> <li>○ 3 E-Chug</li> <li>○ 2 Other Alcohol/Drug Intervention</li> <li>○ 14 Recommended Counseling</li> <li>○ 19 Other Workshop Attendance</li> <li>○ 20 ACR-for-AOD Restorative Measure</li> </ul>	361
<p><i>F. Educational Project:</i> Completion of a project specifically designed to help the student understand why certain behavior was inappropriate.</p> <ul style="list-style-type: none"> <li>○ 69 Reflection Essay</li> <li>○ 18 Educational Project</li> <li>○ 5 Reflection/Reintegration Meetings</li> <li>○ 28 Other</li> </ul>	120
<p><i>G. Service:</i> Performance of one or more tasks designed to benefit the community and help the student understand why certain behavior was inappropriate.</p> <ul style="list-style-type: none"> <li>○ 174 Community Connection Meeting with Hall Director</li> <li>○ 156 Restorative Measures Through Community Connection Meeting</li> <li>○ 7 Community Service</li> <li>○ 2 Community Restoration Plan</li> </ul>	339

<p><i>H. University Housing Transfer or Removal:</i> Placement in another room or housing unit or removal from University housing.</p> <ul style="list-style-type: none"> <li>○ 5 Transfer/Removal from University Housing</li> <li>○ 17 No Reapplication to University Housing</li> <li>○ 1 University Housing Contract Termination</li> <li>○ 2 University Housing Probation</li> <li>○ 2 University Housing Warning</li> <li>○ 1 University Housing Follow-Up Meeting</li> </ul>	28
<p><i>I. Removal from Specific Courses or Activities:</i> Suspension or transfer from courses or activities at the University for a specified period of time</p> <ul style="list-style-type: none"> <li>○ 1 Removal from Course</li> <li>○ 1 Course Enrollment Limitation</li> </ul>	2
<p><i>J. No Contact:</i> Restriction from entering specific University areas and/or all forms of contact with certain person(s).</p> <ul style="list-style-type: none"> <li>○ 10 Restriction from Contact with Certain Person(s)</li> </ul>	10
<p><i>K. Suspension:</i> Separation from the University for a specified period of time or until certain conditions are met.</p> <ul style="list-style-type: none"> <li>○ 1 Suspension</li> </ul>	1
<p><i>L. Expulsion:</i> Permanent separation from the University.</p> <ul style="list-style-type: none"> <li>○ 2 Permanent Separation</li> </ul>	2

# The Year Ahead

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Areas of focus for OSCR in 2013-2014 will include:

- Introducing OSCR's new office in the Student Activities Building to the campus community;
- Working with campus partners to implement the UM Policy on Sexual Misconduct by Students and educate the campus community about it;
- Promoting OSCR's learning goals and measuring progress using a revised assessment tool;
- Creating appropriate marketing materials in response to feedback from focus groups; and
- Continuing ongoing education and outreach about OSCR programs and services.

**Build Trust. Promote Justice. Teach Peace.**