

# University Senate Plenary

November 18, 2022



University Senate

Proposed: November 18, 2022

Adopted: November 18, 2022

## PROPOSED AGENDA

University Senate

Friday, November 18, 2022 at 1:15 p.m. via Zoom

### [Registration required](#)

**After registering you will receive a confirmation email with meeting details.**

1. Adoption of the agenda
2. Adoption of the minutes of October 21, 2022
3. President's report
4. Executive Committee Chair's report:
  - a. Chair's remarks
  - b. Questions for the Chair
5. New business:
  - a. Committee Reports and Updates:
    - i. IT Committee Annual Report 2021-22, with an update on the Student Information System upgrade
  - b. Reports and updates:
    - i. Presidential Advisory Committee on Sexual Assault Annual Report 2021-22

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## MEETING OF OCTOBER 21, 2022

Executive Committee chair Jeanine D'Armiento called the Senate to order at 1:15 pm on Zoom. Sixty of 99 senators were present during the meeting.

**Adoption of the agenda.** The [agenda](#) (see *October 21 plenary binder, page 2*) was adopted as proposed.

**Adoption of the minutes.** The [minutes](#) of September 23 (*binder, 3-6*) were adopted as proposed.

**Executive Committee chair's remarks.** Sen. D'Armiento said the president was unable to attend. She said senators could follow the usual procedure of sending any questions for the president to her, and she would forward them to him.

*Update on the presidential search* (search committee chair Ann Thornton). Sen. Thornton, Vice Provost and University Librarian, reminded senators that background information on the search was available at the website [presidentialexsearch.columbia.edu](http://presidentialexsearch.columbia.edu), including bios of search committee members and a list of representatives of other groups who have provided input. She invited senators with questions or with nominations to contact the search committee at [presidentialexsearch@columbia.edu](mailto:presidentialexsearch@columbia.edu). She thanked all members of the Columbia community who have participated in this process.

Sen. Thornton said the University Trustees are responsible for appointing the next president, and they wanted a process that would enable them to fulfill that fiduciary role with broader community involvement. The search committee committed itself to a rigorous process, incorporating diversity, equity and inclusion into every aspect of the search, and seeking guidance on how to eliminate bias from their work.

Sen. Thornton said President Bollinger announced last spring that he would step down at the end of the present academic year. The early announcement gave the Trustees an opportunity to prepare for a type of search that hadn't taken place at Columbia in two decades. In addition to meetings with deans, senior administrators, and friends of the University, the search committee met with the Senate Executive Committee and the Arts and Sciences Policy and Planning Committee. Still another effort to engage the community was a University-wide survey in June that had nearly 2300 responses.

Sen. Thornton said the Trustees were eager to dig still deeper and, borrowing an idea from another school's presidential search, they established four advisory committees representing faculty, students, alumni, and staff. These groups have provided valuable insights on key topics, such as significant opportunities for the university in coming years, and the experiences and qualities that the next president should possess. The advisory committees have also suggested questions that the search committee should ask the candidates, or at least keep in mind when assessing them. The various advisory groups include more than 80 people in total. They have done an outstanding job,

providing a broad range of perspectives and voices. For example, the faculty advisory committee held six town halls and conducted an additional faculty survey that received more than 700 responses. And the student advisory group collected a total of 2200 survey responses from students in every Columbia school.

All of these contributions have made a big difference for the search committee, which will account for them in discussions with candidates. The search committee also received over 100 nominations from the Columbia community.

Sen. Thornton emphasized that this is a confidential search. The preferred candidate will then be selected and then announced by the Board of Trustees. A number of prospective candidates, particularly sitting presidents at other institutions, would not participate in a non-confidential process that would put their positions at risk. With a confidential process, Columbia can successfully engage the largest and most diverse set of candidates and maximize its competitive position among similar searches under way now.

Sen. Thornton said the search committee would recommend its preferred candidate to the Trustees, who would then confer confidentially with the Senate Executive Committee in order to reach a common endorsement of the ultimate nominee. The decision to appoint the new president will then rest with the full Board.

Sen. Thornton said she didn't have an update on the timeframe. President Bollinger will step down at the end of June 2023. The hope is that the Trustees will be able to announce his successor in the first quarter of 2023, and that there will be a transition while President Bollinger is still here.

Sen. D'Armiento thanked Sen. Thornton for the update.

*Anti-bullying recommendations.* Sen. D'Armiento said the report of the provost's Anti-bullying Working Group was presented to the Senate last April, and discussions have begun with the various constituencies. The Senate is also planning a town hall on this subject.

*Zoom plenary meetings.* Sen. D'Armiento said she had been asked why plenary Senate meetings are still on Zoom and not in person. She said logistics are more complex for plenaries than for committee meetings. In addition, people would be assembling at plenaries from all over the University, in the midst of a coming flu season and a likely increase in COVID cases. Sen. D'Armiento said there is a plan to hold an in-person social event after one of the plenaries at the end of the year.

Sen. D'Armiento invited questions, but there were none.

## **New business.**

### *Resolutions:*

Resolution to Approve the Establishment of the INCITE Institute (Education Committee). Education Committee co-chair James Applegate (Ten., A&S/Natural Sciences) introduced the [resolution](#) (*binder, 7-14*) which approved a proposal to bring together the Interdisciplinary Center for Innovative Theory and Empirics (INCITE) in the Arts and Sciences with the American

Assembly, a Columbia-affiliated non-profit, to form the INCITE Institute. The institute would abandon the long name of the A&S center, but keep the more familiar short name.

Sen. Applegate said Columbia pursues interdisciplinary research in institutes, centers and other units, but institutes have a special status because they are larger and more formal organizations than centers. The University Statutes require Senate and Trustee approval for the establishment of institutes. Sen. Applegate said INCITE (the A&S center) has a distinguished pedigree, dating back to the first Columbia center that focused on cross-disciplinary empirical social research, mainly in sociology. He said the American Assembly, dating from the Columbia presidency of Dwight D. Eisenhower, has functioned in large part outside the University, bringing together academics, senior government officials, and people from the private sector to discuss national and international problems and seek consensus solutions.

Sen. Applegate said the proposed institute would be directed by Peter Bearman, the Jonathan Cole Professor of Sociology, for its first five years. It would work on problems ranging from voting rights to the establishment, maintenance and erosion of trust in American society, to climate change and its disparate impact on people of color. The proposal was reviewed by a subcommittee and discussed in detail with Prof. Bearman.

Sen. Applegate said the Education Committee enthusiastically approved the proposal, considering it a successful framework for applying the University's interdisciplinary expertise to solve major world problems—what President Bollinger has proposed as the University's "fourth purpose." Sen. Applegate asked the Senate to approve the proposal as well. He asked Prof. Bearman to speak to it.

Prof. Bearman identified himself as both the current director of the INCITE center and the current president of the American Assembly, an independent 501C3 organization. For more than three decades, he said, the American Assembly fulfilled the functions Sen. Applegate had described, driving social policy across a range of issues, from the arts, to labor problems, to deterrence. Then, in around the mid-80s, three things happened: the groundwork for achieving consensus was lost; the very idea of expertise was questioned; but the fatal blow for the mission and practice of the American Assembly may have been the passing of its model for doing business: gathering people in a castle up the Hudson, and keeping them around a big table for three days or until they reached consensus. People no longer wanted to do that, and wanted new settings to discuss issues. The American Assembly model started to break down.

Prof. Bearman said the Assembly limped along for another quarter-century. Three years ago its trustees asked Prof. Bearman to reenvision the idea of "assembly." That effort led to the present proposal. The challenge was to imagine an organization connected to a new kind of research that assembles a group of people as a collective agent of change, in a way that Judith Butler might think of assembly. The INCITE Institute will try to imagine a new kind of research that can contribute to knowledge, but also to justice and equity.

Prof. Bearman said another unique feature of the proposed institute is its commitment to organizing outside of the university. An example of this approach is the INCITE center's recent selection of a new cohort of fellows—artists whose work is associated with building community. One of the fellows, from Puerto Rico, is organizing mass listening sessions and oral history and narrative construction all over the island, in the context of the multiple hurricanes and other disasters that have recently befallen Puerto Rico. A second fellow is a filmmaker in the Rio Grande Valley who is

building an archive of home movies in order to empower the people who live there to reclaim their past, especially in connection with a local beach that's recently been taken over by large industrial units. And a third is a group of artists based in Diversity Plaza in Jackson Heights, Queens, who do performance pieces that involve locals with the aim of reinvigorating a formerly lively ethnic enclave that has been eroding in recent years. All of these projects are outside the university, with a capacity to transform their communities.

The logic of becoming an institute now, Prof. Bearman said, is that the trustees of the American Assembly want to make sure that their mission, the idea of assembling people in a new way, is built into the DNA of Columbia going forward, and they see institute status as the way to accomplish that. They pictured a University-wide institute, but Prof. Bearman wanted to keep it located in the Arts and Sciences, which he saw as the place where INCITE's work would fit best, particularly after a dozen years of successful collaboration.

Sen. D'Armiento invited A&S EVP Amy Hungerford to comment. She thanked Prof. Bearman for his leadership of INCITE in its first incarnation as a center, and now for the ambitious and creative merging of a historic organization with an idealistic and powerful mission into the new incarnation. She had spoken at length with Prof. Bearman about how to connect the new INCITE with the particular strengths of the Arts and Sciences. She asked for the Senate's support for the proposal.

Sen. Henning Schulzrinne (Ten., SEAS), noting that the new institute would have its own board of trustees, asked what would happen if there were a conflict between university and institute goals.

Sen. Bearman said this was an important question. He said the trustees of the American Assembly had given him permission to negotiate the merger, and had voted to dissolve their board if he were to recommend such a course of action. In the meantime they will serve as an advisory committee to INCITE with moral authority but no line authority. He said an INCITE institute will be a Columbia entity, fully within Columbia University. There will no longer be a split identity of the kind that he had been dealing with for the last few years.

Sen. Brendan O'Flaherty (Ten., A&S/SS) said the proposal the Senate had received included several mentions of the Institute for Social and Economic Research and Policy (ISERP). How would the proposed institute affect ISERP?

Prof. Bearman said he didn't think the merger would affect ISERP, whose function is to support the social science departments in the Arts and Sciences. INCITE has a broader remit, not just limited to A&S. Its founding vision is to connect the various units of the University, from the School of Social Work, to Engineering and the Medical Center. Certainly INCITE's strengths are in the social sciences and humanities, but the institute's energy will be directed outside the University. The institute will also have significantly more resources than the current center, and he hoped that these would catalyze many new collaborations, which may enhance the activity of ISERP as well.

Sen. Susan Bernofsky (Ten., Arts) was enthusiastic about the proposal, but said she had learned at the School of the Arts faculty meeting the day before that the school, and the Arts and Sciences as a whole, are still in a financially strapped position. She said the new proposal calls for five new administrative positions, including a Director of Finance and Administration, and that all sounded quite expensive. Would the new institute negatively impact other pressing financial needs in the Arts and Sciences, such as, for example, the School of the Arts?

Sen. Bearman explained that the American Assembly had a substantial independent endowment, which would cover every single cost associated with staff enhancement, including his own salary as president. He said the staff had been built up already because the process had been under way for some time.

He said the net beneficiary of the resources that are coming into Columbia will be the Arts and Sciences. He anticipated that Columbia faculty would see—not during the present year, because the transition was complex—substantial opportunities in coming years with non-trivial resources to build programs. He said faculty in the arts would have a particular role in these efforts because INCITE is very interested in building bridges through the arts, but naïve about how to do that effectively. He concluded that the institute will not be a financial windfall for the Arts and Sciences.

Sen. D’Armiento asked EVP Hungerford to comment on this point for the record.

EVP Hungerford was pleased to comment. She said that if Prof. Bearman was correct that none of the costs of the new institute would be incremental in the A&S budget, then the resources that formerly supported the American Assembly would now be part of the Columbia University endowment. This was a real win. She said Prof. Bearman had already turned resources from the earlier version of INCITE to the support of faculty research, sometimes in the context of recruitment. INCITE had been a real boon to the Arts and Sciences. Arts and Sciences would now be doing more not with less, but with more. She said it would become clear that the governance of the new institute would be designed to maintain the alignment among the main priorities of the Arts and Sciences, including the School of the Arts, so that its spending decisions could benefit all of Arts and Sciences.

Hearing no further discussion, Sen. D’Armiento asked for and received a motion and a second for the Education Committee resolution. She then called for an electronic vote. The Senate approved the resolution to establish the INCITE institute by a simple majority, 55-2, with one abstention.

Prof. Bearman and EVP Hungerford thanked the Senate for its support.

*Reports and updates:*

Annual Officers’ benefits update 2023. Sarah Leupp, Senior Director of Benefits in the Office of Human Resources, presented a set of [slides](#) (*binder, 15-26*) on officers’ benefits offerings and costs for 2023.

At the end of her presentation, Ms. Leupp invited questions.

Sen. O’Flaherty noted that Columbia seemed to be continuing with United Healthcare as its medical insurance provider. Was there any alternative or substitute for UHC available?

Ms. Leupp said Columbia was now in the midst of a three-year renewal agreement with UHC, but the agreement was being administered year to year. Columbia was constantly looking at that arrangement to see if it needed to exercise its option to issue a new RFP (request for proposals), which it is free to do at any time under the agreement. The University had reviewed recent claims data and was confident that UHC was providing the best value for 2023.

Sen. O’Flaherty asked whether the University had surveyed people in the plan about their level of satisfaction with UHC.

Ms. Leupp said Columbia does not conduct such surveys with employees mainly because those who have good experiences tend not to respond, and the data becomes skewed with negative responses. She said HR does ask officers at the close of open enrollment about their enrollment experience, and their benefit experience overall. This is an opportunity for people to provide useful feedback.

Sen. O’Flaherty asked whether the University would discount this kind of process as well, if the responses were more negative than positive.

Ms. Leupp said that whenever HR sees feedback from officers that is in any way negative toward a vendor or a service Columbia provides, it reaches out to those officers, either in a survey or a one-on-one conversation.

Sen. D’Armiento asked whether a question could be added to the end-of-enrollment survey about satisfaction with the UHC medical plan. This might at least provide a sense of what people are dealing with.

Ms. Leupp said that would certainly be possible, not for this year’s end-of-enrollment survey, but for next year’s. She said she would personally take care of that.

A question in the chat asked whether the salary tiers for officers would be adjusted for inflation.

Ms. Leupp said salary bands are not adjusted year on year, but once every 3-5 years. She said HR had reviewed the lowest salary tiers after the increase in the minimum wage two years ago. The next regular review of salary bands could be for 2024. The bands for 2023 had been set.

Sen. Jonathan Susman (TTOT, VP&S) asked how Columbia’s increases in officers’ medical contributions for 2023 compared with those of peer institutions.

Ms. Leupp recognized that Columbia’s baseline 10% increase was high, regardless of where officers end up in their salary banding. She said the University is very mindful of the financial impact of such an increase for all who are involved in the plan. She said the administration had engaged early and often with the Senate Benefits Subcommittee. There were three meetings in 2022, in February and May and again in July, to talk about how Columbia sets those contributions. How did the University end up with a 10% increase? Can officers learn next year’s rate of increase earlier than October? Part of the discussion with the Senate subcommittee included peer-to-peer comparisons to see how Columbia costs compare. She said Columbia’s increases are in line with those of other institutions in the New York area, and around the United States.

Ms. Leupp said the variables in the calculations of officer contributions for health care are complex, and it’s difficult to get apples-to-apples comparisons between institutions. The most important factors for Columbia are its population and its data. Columbia is a very large institution with over 30,000 lives covered, including dependents of employees. That number is much smaller for many sister schools. And at the claims data level within that 30,000, Columbia HR has seen some very large spend on very expensive procedures, diagnostic codes, and specialty medications. Those data



explain some of the key costs driving the increases for the Columbia population. So it can be challenging to compare Columbia to institutions with different populations, whose key data Columbia does not know. But Columbia's cost-share arrangement with its officer population—80-20—is in line with those of sister schools.

Sen. D'Armiento said the Benefits Subcommittee, in its meetings last year with administrators, had expressed serious concerns about the sharp recent cost increases. The Benefits Subcommittee had spent time trying to understand the costs. She said the subcommittee had a good deal more to learn, but it was actively working with the administration on this. She said that last year, Columbia's increase was higher than at sister institutions. She said there are algorithms involved in those calculations that are not understood. She said it was also noteworthy that Columbia is self-insured, and actually tries to provide for everyone. She said Columbia does provide good health insurance for its officers. But that means high costs. The Benefits Subcommittee was seeking some insight into how to reduce the rate of increase. She offered to talk to Sen. Susman more about this offline.

Sen. D'Armiento identified another anonymous question in the chat: Will egg cryopreservation and other treatments be covered? Last year, they were not.

Ms. Leupp said Columbia does egg freezing and cryopreservation when medically necessary for up to 12 months for those that may be deemed infertile due to a medical diagnosis. Columbia's policy has always been to cover what is medically necessary. But Ms. Leupp thought the question in the chat was whether *elective* egg freezing and storage will be covered. She said there had been no change of policy so far to allow for that. Most sister schools do not allow elective egg freezing, but cover medically necessary egg freezing and storage for up to 12 months.

Sen. D'Armiento said there are reports from across the country that a woman who is aging may have medical grounds to cryopreserve her eggs. This issue was emerging in many schools, and there may be an understanding before long of what the cost of additional coverage might be. Sen. D'Armiento said this was an important issue for women, and the Benefits Subcommittee might discuss it.

Sen. D'Armiento said again that rising health care costs are a major burden for Columbia—for the institution as well as for its employees.

Ms. Leupp then completed her presentation of her slides, turning first to the optional vision plan. At the end Sen. D'Armiento thanked her.

**Adjourn.** Sen. D'Armiento adjourned the meeting at 2:25 pm.

Respectfully submitted,

Tom Mathewson, Senate staff

**INFORMATION AND COMMUNICATIONS TECHNOLOGY POLICY COMMITTEE:**

**ANNUAL REPORT FOR 2021-22**

The IT Committee held eight regular meetings last year, along with its joint annual meeting with the Education and Libraries committees.

Here are the main topics and guests at those meetings:

*September 17, 2021.* In his informal annual “state of CUIT,” update, Gaspare LoDuca, Chief Information Officer and Vice President for Information Technology, focused on continuing efforts to recover from the pandemic, including management of a large roster of hybrid classrooms; the next phase of Reopen CU, the swipe system linked to proof of vaccination; the restoration of CUIT staff, which had been depleted by the pandemic itself, the related hiring freeze, and some departures, and was now almost back to pre-pandemic levels.

For University Registrar Barry Kane the main worry every year is the essentially static supply of classrooms to accommodate a Columbia student population that is almost constantly growing. Last year that dilemma was compounded by an Arts and Sciences plan for a significant expansion in undergraduate enrollment. Measuring the impact of such a change was a project that took up much of Mr. Kane’s time in 2021-22.

*October 15, 2021.* Naomi Schrag, Vice President for Research Compliance, Training and Policy in the Office of the Executive Vice President for Research, outlined a range of recently instituted federal regulations that Columbia researchers have to comply with. Catherine Ross, Executive Director of the Center for Teaching and Learning, spoke about the process of adjusting to a post-Covid learning environment, and shared some online teaching practices learned during the pandemic.

*November 5, 2021.* A team of six finance administrators, led by Executive Vice President for Finance and Information Technology Anne Sullivan, gave their annual update on the Concur system for managing Columbia business and travel expenses. An initial rollout in the depths of the pandemic a year earlier amounted to a kind of pilot program. Travel and business were now gearing up, and had reached about half of pre-pandemic volume. A relaunch would be coming in spring of 2022. The finance group responded attentively to questions and criticisms of the program.

*December 17, 2021:* At this point in the year, CUIT was bracing for a resurgence of Covid in the form of the omicron variant, and preparing for a possible return to all-remote instruction over the winter. The committee heard from Maneesha Aggarwal, CUIT’s AVP for Academic, Emerging Technologies and Research Services, and her deputy Parixit Davé, Senior Director for Emerging Technologies, on new initiatives in the Emerging Technologies Consortium and Virtual Columbia.

January 28, 2022: Chad Neal, Chief Information Officer at the Medical Center, reported on progress on a three-year project to upgrade Wi-Fi networks for all 23 CUIMC buildings, some of which were seriously degraded. Progress had already been made on the clinical buildings, which

were the top priority. Mr. Neal said that once the upgrade was complete across the system, he would have \$2 million a year to assure ongoing maintenance.

*February 25, 2021.* This meeting was a typical committee discussion, in expert company, of possible improvements to Columbia IT operations. The committee's guest, Sen. Henning Schulzrinne, had created a website for a conference, but found he could not provide it on Columbia's Google platform. Why? Mr. LoDuca said the responsibility to scan every such site for inappropriate information—above all Personal Health Information (PHI)—was a problem for CUIT. The group discussed possible solutions. The group also discussed the implications of Google's recent decision to set caps on the data allotted to institutions—an environment that was once considered limitless—and considered cloud-based solutions.

*March 25, 2021.* The committee heard in detail about High Performance Computing at Columbia from Halayn Hescok, Senior Director, Research Services, CUIT, and Cesar Arias, Manager, HPC.

*May 6, 2021:* Jeannette Wing, in her first year as Executive Vice President for Research, laid out her blueprint for the Columbia research enterprise and sought the committee's advice on how to catalogue Columbia's research resources.

*Joint meeting with the Education and Libraries committees, May 3, 2022.* Our committee hosted this annual three-committee meeting, organizing a presentation of some of the studies of the impact of undergraduate expansion that had been under way all year. The group got an exceptionally detailed but also wide-ranging picture of the project from Executive Vice President for Arts and Sciences Amy Hungerford, who was leading the overall study effort; Rose Razaghian, Dean of Academic Planning and Governance; Scott Wright, Vice President for Campus Services; University Registrar Barry Kane, and Vice Provost and University Librarian Ann Thornton. IT Committee leaders were relieved to hear from EVP Hungerford during the meeting that expansion plans would be "slowed down" over the next few years.

We would like to offer again our particular thanks to Gaspare LoDuca and to Barry Kane, who have always shared their time and energy unstintingly with our committee.

Respectfully submitted,

Julia Hirschberg and Matthew Jones  
IT Committee co-chairs.

## INFORMATION AND COMMUNICATIONS TECHNOLOGY COMMITTEE

### Members and Contributors 2021-22

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## **Presidential Advisory Committee on Sexual Assault Annual Report (2021-2022)**

The Presidential Advisory Committee on Sexual Assault (PACSA) is one of several Columbia University initiatives to address gender-based misconduct and is charged with advising the president on issues related to the prevention of and response to gender-based misconduct, including sexual assault. The Committee continually works with partners and experts across the University to evaluate policies and procedures and solicit feedback from the Columbia community with the goal of eliminating sexual assault and other forms of gender-based misconduct from our community.

### **Membership**

The Committee comprises faculty, staff, and students from across Columbia's campuses. President Bollinger appointed a new co-chair, Claude Ann Mellins, to join Dennis A. Mitchell, as well as four new committee members.

#### **Committee Members:**

- Alden Bush
- Jeanine D'Armiento
- Richard J. Eichler
- Marcy Ferdtschneider
- Marjory D. Fisher
- Elizabeth Gillette
- Elliot Hueske
- Ian Rottenberg
- Yasmin Safdié
- Donna Fenn
- Joseph Greenwell
- La'Shawn Rivera

### **Discussions**

During the 2021-22 academic year, partners across the University briefed the Committee on updates to the Title IX Regulations, services and programs that support gender-based misconduct prevention, and the University's process for addressing incidents of gender-based misconduct. Specifically, the Committee discussed the following topics in the 2021-2022 academic year:

- **Title IX regulation changes** from the Trump to the Biden administrations, many of which are still forthcoming.
- **Metrics on Title IX incident reports and Sexual Violence Response direct services utilization**, both of which saw an increase as students returned to campus.
- **Educational programming**, including concerns of declining participation, perhaps due to Zoom fatigue or lack of consideration for specific identity areas.

- **Behavioral trends**, including student groups and organizations expelling members without due process based on word of mouth and rumors on social media, and a growing number of students being unwilling to participate in mediation after filing complaints. Additionally, in Spring 2022, the Committee heard a presentation from Sexual Violence Response about an increase in technology-facilitated gender based misconduct among students.
- **Sexual Assault Awareness Month:** Sexual Violence Response presented on a range of programming and awareness-raising events being organized in coordination with Columbia Health and other partners, to raise awareness about sexual assault during the month of April.

### **Recommendations**

The Committee recommends continuing to explore evidence-based interventions around reporting and preventing gender-based misconduct. Measures discussed included targeted surveying of the community and exploring the perpetrator's perspective in order to prevent harm from happening rather than responding afterwards. The Committee recommended looking at means to enhance the coordination across the campuses and university Community to gender based misconduct.

Additionally, the Committee discussed inviting outside speakers to present evidence based, interventions emerging from research on prevention of sexual assault and treatment for survivors, in addition to SVR's efforts.