

Strategic Framework and Work Plan Proposal A Civil and Healthy Campus Workplace

PURPOSE

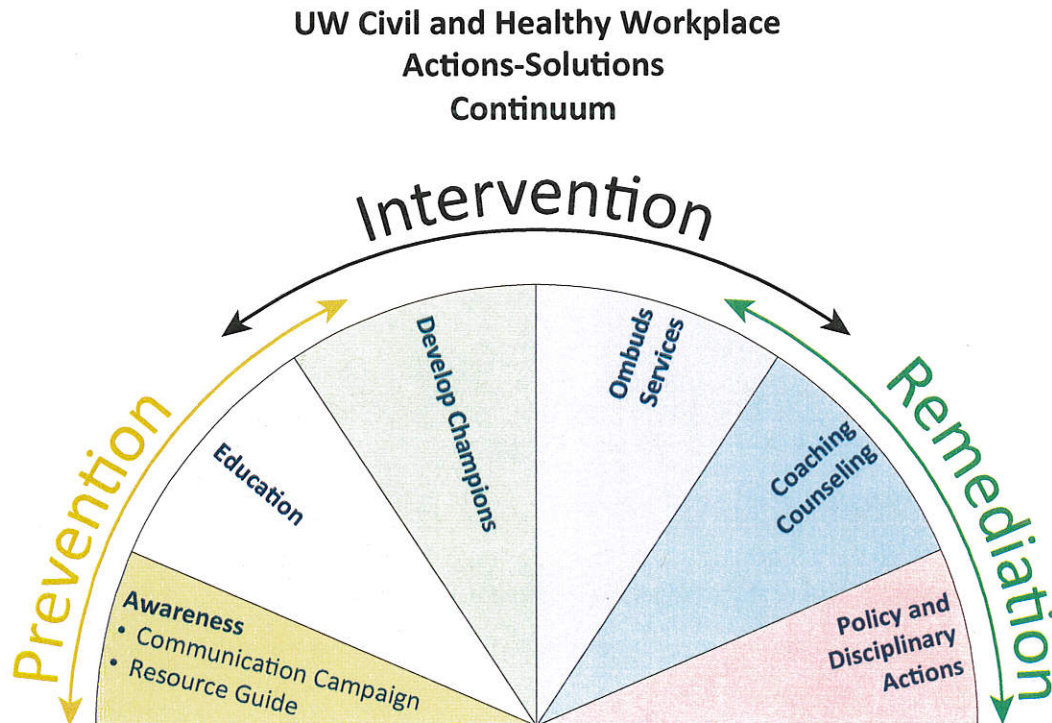
This document outlines a strategic framework and work plan for the campus anti-bullying initiative. It builds on the work of the current ad-hoc committee and proposes a formal structure to achieve the goal and vision of the initiative.

GOAL

The goal of this initiative is: *“To protect and promote institutional excellence by eliminating destructive, personal behaviors that have serious, negative impact on the success and functionality of individuals and the organization”*

VISION

Our vision for this initiative is: *“To create a civil and healthy campus workplace; a future state with a civil climate and behavior free from bullying”*



STRATEGIES AND ACTIONS:

To achieve the goals and vision of this initiative, **five** key strategies will be completed. These are highlighted in the chart and described below.

A. Develop and Ensure Leadership			
B. Increase Awareness	C. Enhance Competencies	D. Empower Individuals	E. Intervene as Empowered Bystanders

A. Develop and Ensure Leadership

Leadership must understand the issue and accept their roles to prevent and address bullying issues as part of their leadership responsibilities. We will engage leaders to ensure leaders have the full suite of knowledge and tools to serve their roles.

B. Increase awareness

This strategy will focus on increasing our knowledge and understanding about bullying and determining the current state of bullying behavior on campus. Data will be collected and services that exist to respond to bullying will be identified. Information about what other campuses are doing will also be collected.

C. Enhance Competencies

We will provide tools and techniques that increase the competency of individuals to respond effectively in situations where bullying occurs.

D. Empower Individuals

Institutional policies and practices that clarify, support, and reinforce appropriate behaviors will help individuals feel empowered to act in situations where bullying is occurring. We will delineate and communicate core institutional values, related policies, and management/supervisory obligations and practices that support anti-bullying behaviors.

E. Intervene as Empowered Bystanders

We will identify and develop 250 individuals willing to serve as a cadre of empowered bystanders and anti-bullying champions. These individuals will serve as role models and help sustain the effort in their respective organizations.

STRATEGY A: DEVELOP AND ENSURE LEADERSHIP

Example of Tasks

- Define the role of leadership, including big picture action and taking action on identified problems.
- Develop materials for leaders to guide their responses to problems.
- Identify learning/awareness opportunities for leaders. Augment, if needed.
- Build the topic into leadership materials and key meetings.

- Develop metrics for monitoring progress and success.

STRATEGY B: INCREASE AWARENESS

Example of Tasks

- Learn what services exist on campus
- Gather evidence on bullying issues on campus – quantitative and qualitative data
- Learn what other campuses are doing and consider adapting best practices for our campus – share with governance groups.
- Develop a campus campaign for creating awareness
- Develop metrics for monitoring progress and success

STRATEGY C: ENHANCE COMPETENCIES

Example of Tasks:

- Design training curriculum
- Develop training materials and tools
- Implement training programs
- Provide coaching, mentoring and counseling

STRATEGY D: EMPOWER INDIVIDUALS

Example of Tasks:

- Identify campus values and how to infuse into this effort. See reaccreditation self-study.
- Identify and delineate current supporting policies and practices for anti-bullying behavior
- Recommend policy changes that will support anti-bullying efforts to the campus governance ad hoc committee and legal.
- Consider how to build in accountability, possible guides for work rules, and expectations at unit levels.

STRATEGY E: INTERVENE AS EMPOWERED BYSTANDERS

Example of Tasks:

- Identify 250 individuals who are willing to act as empowered bystanders
- Provide education, toolkit, and supporting resources to help them act
- Provide periodic coaching sessions as needed
- Develop a process to recognize/acknowledge their contributions to campus.