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FACULTY SUPPORT & GUIDANCE

Office of the Executive Vice President & Provost

FACULTY SUPPORT & GUIDANCE

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University of Iowa
Office of the Executive Vice President and Provost
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INTRODUCTION

This guide is designed to assist the campus community in responding to situations in which faculty members are targeted by individuals or groups outside of the university based on the content of the faculty member's scholarship, teaching, clinical care, and/or service. It addresses potential concerns in such situations and informs the campus about resources available to assist individual faculty members, department chairs, and other administrators.

The foundation for this guide is the University of Iowa's unwavering support for academic freedom and freedom of expression. The faculty's right to academic freedom in teaching and research is protected as essential to the university's educational mission, even with regard to controversial issues or ideas that may provoke disagreement in the public. Likewise, as citizens, faculty members enjoy strong protection for freedom of speech. Freedom of speech is not only mandated by our Constitution and other laws but is also necessary for the robust intellectual exchange on which the university's teaching and research missions depend. Thus, the targeting of scholars for their ideas or views not only harms those individuals, but also strikes at the university's academic core. Through this guide and other means, the university seeks to protect faculty against the intimidation or violence that the expression of unpopular ideas sometimes generates.

This guide is "content neutral," meaning that it is designed to offer support for faculty members across a wide spectrum of views and areas of research. For example, it may be useful for faculty who come under attack for their conclusions related to social issues, as well as for faculty whose scientific methods are deemed controversial, such as the use of stem cells or animals in research.

This guide focuses on threats or harassment to faculty members from outside the university. For information about policies and procedures governing harassment committed by UI employees, students, and/or patients, please see UI's anti-harassment policy ([PMII-14](#)), violence policy ([PMII-10](#)), and other [UI policies](#). Colleges and departments may also have protocols in place to address violence or harassment in the workplace.

ROLES, ACTIONS & RESOURCES - OVERVIEW

In matters of safety and security, individual faculty members are encouraged to make use of campus resources to assist them in responding to an immediate situation, as well as to address any concerns that arise in the longer term. Numerous campus resources are also available to support department chairs and collegiate administrators in responding to external attacks of UI faculty members. Knowing about relevant resources and guidance in advance of a crisis will help our campus respond more effectively when a situation arises.

The following chart offers suggestions for individuals at various levels in the university, including:

- Individual Faculty Member
- Department Chair
- Collegiate/Departmental Communication Staff
- Collegiate Administration
- Central Administration

Role	Actions
Individual Faculty Member	<ul style="list-style-type: none"> • Ensure your safety. Identify your primary concerns and seek out assistance. The following suggestions may be of use in your personal safety planning. • Notify your department chair and collegiate administration, including the senior HR leader, of the harassment. See the Faculty Support Checklist for ways the department might be able to support you. You do not need to manage this experience on your own. • Consult directly or work with your department chair and senior HR leader to contact the UI Threat Assessment Team (TAT). The TAT is dedicated to the early identification, assessment, and management of incidents and behaviors that threaten the safety and well-being of the university community. TAT staff members are trained to assess these situations and assist with coordinated responses, as needed. For example, the TAT can coordinate with the UI Department of Public Safety, provide tips about classroom safety and other on-campus safety resources, etc. • Consult the UI Police Department (UIPD) regarding on-campus safety, and community police departments regarding off-campus safety. If concerned about on-campus safety, explore the use of the “guardian” function of the Hawk Watch Rave Guardian app, and consider taking UI Campus Safety’s Safety Training. • If you believe the attackers know where you live (which is not difficult to find online) and you are concerned about safety in your home, create a safety plan for home and work. UIPD can assist you in assessing risk and planning accordingly.

Role	Actions
	<ul style="list-style-type: none"> • If you are experiencing gender-based harassment and/or harassment that is sexual in nature, consult the Office of Civil Rights Compliance to ensure that you are fully aware of your rights and resources. • Do not delete any messages, but you may want to disengage from reading all emails in your inbox, listening to all voice messages, etc. Preserved messages may be of use in identifying the harassers and pressing any relevant charges. Seek out assistance to review and sort your incoming messages (e.g., find someone to read your messages and forward harassing ones to the TAT and work-related ones to you). See UI Police Department and ITS Resources on Technology Assisted Stalking, Harassment, and Intimidation for guidance. • Create a log to document and archive all threatening emails, tweets, Facebook posts, and phone messages. Consider asking a friend to monitor social and other media on your behalf and to keep you apprised of any developments or threats. • Be cautious about responding to threatening emails, tweets, blog comments, etc. Although responding may seem like the right thing to do, it may only provide harassers with additional material and serve to prolong social media harassment. If you choose not to respond, you may also want to encourage your friends and colleagues to do the same. Review the UI Office of Strategic Communication’s resource, “Facing Harassment on Social Media: Know Your Options.” • Remember that all email communication you send and receive may be subject to a public records request under Iowa’s Open Records law. • Protect your cyber-identity (e.g., cell phone, network access, social media). ITS can be of assistance. See ITS Security and Safe Computing in Take Action Against Electronic Harassment & Stalking. • Consult with your collegiate communication specialists or the UI Office of Strategic Communication for assistance in responding to the situation. For example, you may want to consider preparing a concise message to articulate your position in your own words and distribute to colleagues as a form of reputation management. Communications staff can also be of assistance in deciding whether/how to respond to media requests that may arise. • Reach out to friends and develop a support system. The UI Employee Assistance Program offers free confidential, short-term counseling to UI faculty and staff and their families. • Know that you are not alone as an academic who has experienced this type of harassment. Several scholars have written about the coordinated and systemic patterns of attack against scholars and faculty members. Connect with others who have gone through similar situations to decrease your isolation and learn from their experience. For more information, contact the Office of the Provost at faculty@uiowa.edu.

Role	Actions
	<ul style="list-style-type: none"> Consult with your department head if you feel this attack has affected your progress toward tenure, promotion, or reappointment.
Department Chair	<ul style="list-style-type: none"> Contact the faculty member as soon as you become aware of the situation. Meet with them to offer support in the initial days of the attack and review the Faculty Support Checklist to ensure the faculty member is aware of campus resources. Before all else, work with the faculty member to ensure that their on-campus and off-campus safety and security concerns are addressed. Be aware that the identity of the faculty member may influence their individualized needs (e.g., parental status, faculty rank, minoritized identity). With the faculty member's consent, reach out to appropriate campus resources to address whatever issues the faculty member identifies. It is possible that social media and phone harassment will be received by multiple offices. Inform the department administrative staff on a need-to-know basis. Ensure that department staff members whose responsibilities may include answering harassing phone calls are supported and informed about strategies for being on the front line (e.g., a script or template response, instructions for preserving phone messages to aid future investigations). Stay in communication with the dean's office to ensure a coordinated response. Share details of the situation on a need-to-know basis and be mindful that all email communication may be subject to an Open Records request. Consider the well-being of the rest of the departmental faculty, staff, and students (e.g., co-authors, graduate assistants, front-line staff). Consult with the threatened faculty member about what and how to share information with the department. If possible, bring people together to discuss the situation, the department's actions, and available support resources. Facilitate the physical movement of assigned classrooms and/or workspace if feasible, and if the affected faculty member requests it. Facilitate the removal of the faculty member's direct contact information from department or college webpages and the UI directory, in collaboration with human resources and if the affected faculty member requests it. If the attacks are identity-based, consult with the Office of Civil Rights Compliance to counsel the faculty member about their rights and explore additional support options for the faculty member and others in the department who share their identity (e.g., students, colleagues, staff). If the faculty member is experiencing gender-based harassment and/or harassment that is sexual in nature, consult the Office of Civil Rights Compliance within two business days to ensure that the faculty member is fully aware of their rights and resources.

Role	Actions
	<ul style="list-style-type: none"> • After addressing the faculty member’s safety and security concerns, keep in mind the potential effect of this event on their academic career. For example, if their scholarship was attacked, discuss how/whether it will affect their future research trajectory. Connecting the faculty member with other scholars who have experienced similar attacks may be useful to contextualize the events within their broader career goals and experiences. • Discuss issues of academic freedom in regular forums (e.g., faculty meetings, student seminars), including attention to ways that external forces may attempt to silence scholars through social media attacks and the resources available to respond when/if attacks occur. • If you become the target of the harassment, consult with the dean’s office and refer to the strategies recommended for faculty members (above) to ensure your own safety.
<p>Collegiate Administration:</p> <p>Dean, Associate Dean for Faculty, Senior HR Leader</p>	<ul style="list-style-type: none"> • Proactively develop a leadership message that defends academic freedom, the importance of faculty safety, and the development of learning environments in which difficult issues are discussed and dissected to use as a template should these types of crises emerge. Work with the UI Office of Strategic Communication to develop a message that emphasizes university values, draws upon best practice examples from other campuses, and addresses potential concerns of multiple constituents (e.g., faculty, alumni, legislators, donors, students). • Engage collegiate HR leadership in the coordination of the college-wide response, including support for staff who may be experiencing stress due to being on the front line of answering harassing phone calls and/or may be concerned about their own safety. • Consider inviting the UI Threat Assessment Team to present about their role and resources before or during a crisis. • Consider developing and/or publicizing collegiate protocols for dealing with <i>internal</i> threats and harassment (e.g., from students, patients). Provide training opportunities and resources for collegiate faculty and staff. For more information, see UI’s Anti-Harassment policy (PMII-14), Violence policy (PMII-10), and other UI policies. • If a crisis emerges, consult with the targeted faculty member to share how you would like to publicly handle the crisis and discuss any concerns they might have. Involve the faculty member’s department chair in crisis management conversations to ensure that efforts are coordinated. • Support the department chair in working with the targeted faculty member by offering assistance and resources. See the Faculty Support Checklist to ensure that the targeted faculty member’s immediate and longer-term needs are cared for.

Role	Actions
	<ul style="list-style-type: none"> • Inform the dean’s office staff on a need-to-know basis. It is likely that social media and phone harassment will be directed at multiple offices. Informing all relevant individuals in the dean’s office will strengthen the college’s ability to engage in a coordinated response. Ensure that dean’s office staff members whose responsibilities may include answering harassing phone calls are supported and informed about strategies for being on the front line (e.g., a script or template response, instructions for preserving phone messages to aid future investigations) • Depending on the nature of the attacks, be aware that students, staff, and faculty who share the identity and/or research area under attack may also be experiencing trauma because of this incident. Consult with the University Counseling Services and/or the UI Employee Assistance Program to arrange for support services for students and staff in the college.
Communication Coordinators – University OSC and Collegiate	<ul style="list-style-type: none"> • Inform the dean if you become aware that a faculty member’s name has shown up in a harassing social media post (e.g., via a Google alert notification). Keep the dean informed of ongoing mentions throughout the crisis management process. • Provide support for the faculty member being targeted, including tips on working with the media, managing one’s professional and personal reputation, and Facing Harassment on Social Media: Know Your Options. • Work with the dean’s office and other campus spokespeople to coordinate information sharing on a need-to-know basis and to coordinate a consistent message (e.g., phone scripts for front-line staff answering aggressive callers). • Consult with collegiate faculty, staff, and administrators about the potential impact of speaking with the media about faculty harassment and offer media training and guidance. Also, remind them about Iowa’s Open Records Law and its impact on email communication. • Provide assistance to colleges in crafting a leadership message that defends academic freedom, emphasizes university values, and addresses potential concerns of multiple constituents (e.g., faculty, alumni, legislators, donors, students).
Central Administration	Office of the Executive Vice President and Provost <ul style="list-style-type: none"> • Establish open communication with the affected faculty member’s dean and request updates, as needed, on the situation. • Reach out to the targeted faculty member, reiterating the university’s commitment to academic freedom as appropriate, and encouraging the faculty member to consult with their department chair for support and assistance. • Provide tools and training for faculty administrators to use when developing immediate- and longer-term response plans. • In consultation with the Office of the President and Office of Strategic Communication, issue a statement (as appropriate) asserting the importance of academic freedom, freedom of speech, and committing to the safety of the faculty. The statement should emphasize the institution’s mission and values rather than comment on the faculty member’s scholarship.

Role	Actions
	<p>Office of the President</p> <ul style="list-style-type: none"> • Maintain consistent communication with the Office of the Provost and work together, as appropriate, to issue a statement asserting the importance of free speech, academic freedom, and the safety of UI faculty. <p>General Counsel</p> <ul style="list-style-type: none"> • Provide legal counsel, representation, interpretation, and analysis on a broad array of substantive issues related to carrying out your official duties as an employee or representative of the university. • Provide/coordinate effective legal services on issues facing all sectors of the University of Iowa. • Assist in developing policies, practices, and procedures that reduce legal risk. <p>Office of Civil Rights Compliance</p> <ul style="list-style-type: none"> • Provide resources and support to the individual faculty member and department when there are personalized attacks on the faculty member's identity and/or identity-related scholarship or teaching. • Provide student support, especially for students whose identities and/or interests are similar to the targeted faculty member. • Establish consistent communication with Office of Provost and consult on issuing a statement of support, as appropriate. <p>Division of Student Life – Office of Student Accountability</p> <ul style="list-style-type: none"> • Provide interpretation of Code of Student Life. <p>University Human Resources</p> <ul style="list-style-type: none"> • Provide support and assistance to the individual faculty members, departmental and collegiate administration, and the broader unit via the UI Threat Assessment Team and UI Employee Assistance Program.

FACULTY SUPPORT CHECKLIST FOR DEOS

The foundation for this guide is the University of Iowa’s unwavering support for academic freedom and freedom of expression. The faculty’s right to academic freedom in teaching and research is protected as essential to the university’s educational mission, even with regard to controversial issues or ideas that may provoke disagreement in the public. Likewise, as citizens, faculty members enjoy strong protection for freedom of speech. Freedom of speech is not only mandated by our Constitution and other laws but is also necessary for the robust intellectual exchange on which the university’s teaching and research missions depend. Thus, the targeting of scholars for their ideas or views not only harms those individuals, but also strikes at the university’s academic core. Through this guide and other means, the university seeks to protect faculty against the intimidation or violence that the expression of unpopular ideas sometimes generates.

This checklist helps department chairs and other administrators to address possible concerns and provide resources in the immediate and longer-term aftermath of a crisis in which faculty are targeted for their ideas or views. The department chair and/or their designee may use this checklist when meeting with the faculty member to gather information and create a safety plan. It may be useful to capture as much information as possible during these interactions in order to limit the number of times the faculty member has to retell the story. If it is not possible for the department chair or designee to engage in this type of meeting, please refer the faculty member to the dean’s office for follow-up.

What is the nature of the harassment? When did it begin? How has it changed since it began?

In what environment(s) is the harassment occurring (check all that apply)?

- | | |
|---|--|
| <input type="checkbox"/> Email | <input type="checkbox"/> Voice messages left on campus phones |
| <input type="checkbox"/> Social media | <input type="checkbox"/> On-campus stalking |
| <input type="checkbox"/> In the classroom | <input type="checkbox"/> Via media requests |
| <input type="checkbox"/> In the office | <input type="checkbox"/> Harassment of family members/children |
| <input type="checkbox"/> At home | <input type="checkbox"/> Other |

What is the faculty member’s greatest concern(s)?

Resources & Referral

Depending on the type and location of the threat, and the identity of the faculty member, offer departmental support to implement the following, as directed by the faculty member:

Actions	Resource/s
<input type="checkbox"/> Engage with the UI Threat Assessment Team about on-campus safety resources, including assessing level of danger and threat, arranging for escorts to a parking lot, as needed, and rerouting/reviewing incoming email messages. The UI Threat Assessment Team is available to do an initial assessment over the phone or in-person with the chair or individual faculty member.	<input type="checkbox"/> Threat Assessment Team
<input type="checkbox"/> A representative of the UI Department of Public Safety serves as a member of the Threat Assessment Team and can also be contacted directly to arrange for safety planning and/or to investigate violent threats. Further, UI Department of Public Safety can provide instruction for activating the guardian feature of the Rave Guardian app and how to preserve incoming messages to aid in their potential use as evidence, in the case that some type of charges are filed.	<input type="checkbox"/> UI Police Department
<input type="checkbox"/> If needed and if feasible, arrange for relocation of the faculty member’s classroom(s) and office, including technology (e.g., computer, printer, internet). Remove the new room numbers from public listings (e.g., directory).	<input type="checkbox"/> Departmental and collegiate administration <input type="checkbox"/> University Classrooms
<input type="checkbox"/> If the threats are of a sexual nature or gender-based, consult the Office of Civil Rights Compliance within two business days for guidance regarding any relevant Title IX or Title VII issues and procedures.	<input type="checkbox"/> Office of Civil Rights Compliance
<input type="checkbox"/> Arrange for a process to have someone other than the faculty member sort incoming emails, voice messages, etc. Seek out professional assistance regarding how to preserve the messages appropriately for potential use as evidence.	<input type="checkbox"/> Threat Assessment Team <input type="checkbox"/> UI Police Department <input type="checkbox"/> ITS Enterprise Services

Actions	Resource/s
<input type="checkbox"/> Refer to the UI Office of Strategic Communication for media training. Reporters may call for a comment or interview; deciding whether to talk with the press is a personal decision. Consulting with media experts can assist in the decision-making process and skill development.	<input type="checkbox"/> Office of Strategic Communication
<input type="checkbox"/> Provide information about relevant academic policies that address specific concerns expressed by the faculty member. See the Relevant UI Policies and Resources section of this guide for examples.	<input type="checkbox"/> Office of the Provost <input type="checkbox"/> Office of the Ombudsperson
<input type="checkbox"/> Support faculty members who feel their social identity is a component of the attack. Provide resources and support for others in the department (e.g., students, staff, faculty) who share the faculty member's identity and who may also feel threatened.	<input type="checkbox"/> Office of Civil Rights Compliance
<input type="checkbox"/> Provide information about available campus resources to address stress management and counseling services.	<input type="checkbox"/> UI Employee Assistance Program <input type="checkbox"/> UIHC Mindfulness-Based Stress Reduction Programs

RELEVANT UI POLICIES & RESOURCES

Policies & Guidance

- **Acceptable Use of Information Technology Resources (PM II-19):** opsmanual.uiowa.edu/community-policies/acceptable-use-information-technology-resources
- **Anti-Harassment (PM III-14):** opsmanual.uiowa.edu/community-policies/anti-harassment
- **Discretionary Extensions to the Tenure-clock (PM III-10.1-a-(4)e):** opsmanual.uiowa.edu/human-resources/faculty/tenure-and-non-tenure-appointments
- **Free Speech at Iowa:** freespeech.uiowa.edu
- **Guidelines Regarding Political Activity by Faculty of the University of Iowa:** provost.uiowa.edu/guidelines-regarding-political-activity-faculty-university-iowa
- **Research (PM II-27):** opsmanual.uiowa.edu/community-policies/research
- **Safety Training:** safety.uiowa.edu/request-training
- **Sexual Harassment (PM II-4):** opsmanual.uiowa.edu/community-policies/sexual-harassment
- **Social Media Use on the Internet:** hr.uiowa.edu/support/employee-and-labor-relations/social-media-usage
- **Use of University Name (PM II-33):** opsmanual.uiowa.edu/community-policies/use-university-name
- **Violence Policy (PM II-10):** opsmanual.uiowa.edu/community-policies/violence
- **Work Flexibility:** hr.uiowa.edu/well-being/family-services/workplace-flexibility
- **Working at a Public University Guidance:** hr.uiowa.edu/onboarding/public-university

Campus Resources

The following offices are available to assist during crisis management and also to provide longer-term guidance and programs. Please be aware that email communication with these offices may be considered a “public record” and subject to the Iowa Open Records Law.

- **Civil Rights Compliance, Office of:** diversity.uiowa.edu/daod/ocrc
 - Address: 202 Jessup Hall
 - Phone: 319-335-0705
 - Email: daod-ocrc@uiowa.edu
- **Executive Vice President and Provost, Office of the:** provost.uiowa.edu
 - Address: 111 Jessup Hall
 - Phone: 319-335-3565
 - Email: faculty@uiowa.edu
- **General Counsel, Office of the:** gencounsel.uiowa.edu
 - Address: 120 Jessup Hall
 - Phone: 319-335-3696
 - Email: general-counsel@uiowa.edu
- **ITS Enterprise Services:** its.uiowa.edu/enterprise-services
 - Address: 2800 University Capitol Centre
 - Phone: 319-384-0771
 - Email: its-helpdesk@uiowa.edu

- **Ombudsperson, Office of the:** ombudsperson.org.uiowa.edu
 - Address: Third Floor Jefferson Building, 129 E. Washington Street
 - Phone: 319-335-3608
 - Email: ombudsperson@uiowa.edu
 -
- **Strategic Communication, Office of:** osc.uiowa.edu
 - Address: 300 Plaza Centre One
 - Phone: 319-335-3500
- **Threat Assessment Team:** safety.uiowa.edu/threat-assessment-team
 - Address: 139 University Capitol Centre
 - Phone: 319-384-2955
 - Email: uitat@uiowa.edu
- **UI Employee Assistance Program:** hr.uiowa.edu/employee-well-being/employee-assistance-program
 - Address: 121 University Services Building Suite 50
 - Phone: 319-335-2085
 - Email: eaphelp@uiowa.edu
- **UI Police Department:** police.uiowa.edu
 - Address: 808 University Capitol Centre
 - Phone: 319-335-5022
- **University Counseling Service:** counseling.uiowa.edu
 - Main office: 3223 Westlawn South
 -
 - Phone: 319-335-7294
- **Women’s Resource and Action Center:** wrac.uiowa.edu
 - Address: Bowman House, 230 North Clinton Street
 - Phone: 319-335-1486
 - Email: wrac@uiowa.edu

FOR MORE INFORMATION

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