

EXECUTIVE SUMMARY

Against a backdrop of national polarization and increasing divisive incidents and conflicts, college and university leaders can focus with more intention to build trust and resilience within the university community and prepare explicitly for conflicts and divisive incidents. These steps are geared to enhancing the campus community:

- ✿ **DEAL WITH CONCERNS:** Develop systems to surface concerns and respond to them.
- ✿ **CREATE CHANNELS:** Encourage faculty and staff to help students find effective avenues to engage in the issues of the day, achieve their goals, and support each other.
- ✿ **TEACH:** Expand teaching of effective negotiation, advocacy, and facilitation for faculty, staff, and students.
- ✿ **ENHANCE RELATIONSHIPS AND UNDERSTANDING:** Create initiatives to support students who feel at risk and increase constructive contacts that span campus constituencies.
- ✿ **SET GOALS:** Identify and apply campus-wide values and aspirations.
- ✿ **ANALYZE:** Test readiness and seek after-action reports following any unusual event and analyze the reports to improve preparation for the next such event.

These additional steps help prepare the college or university to respond quickly and effectively to potential conflicts and divisive incidents:

- ✿ **PLAN NOTIFICATIONS:** Create plans on who should be told when a divisive event or conflict arises.
- ✿ **MAP DECISION-MAKING:** Create clear decision-making protocols for administrators, safety agencies, and faculty and consultation processes for those who may feel at risk or involved.
- ✿ **IDENTIFY RESOURCES:** Prepare for rapid expansion of capacity in communications, counseling, mediation, and other resources that will be taxed in a crisis.
- ✿ **CLARIFY APPLICABLE LAW:** Help students, faculty, and administrators understand the parameters of and rationale behind laws that both protect and limit expression and the opportunities for expression within legal limitations.
- ✿ **CLARIFY DISCIPLINARY RULES:** Review, revise if needed, and publicize the campus disciplinary rules related to expression.

AN ILLUSTRATIVE PLAN TO PREPARE

