

# HONOURING EACH OTHER

LIVING DOCUMENT REVISED APRIL 2021

A blueprint for building  
Consent Cultures on  
campus, together

# Honouring Each Other: Building Consent Cultures on campus, together

Living Document

2019-2022

Prepared by the Sexual Violence Prevention and Education Committee

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## Introduction

Due to COVID-19 and social distancing guidelines, a number of the strategic objectives have been revised and/or deferred in the Campus Prevention Strategy for Sexual Violence. A number of objectives and strategies have been updated so they can be delivered in a virtual format, while some new strategies have been added to the document. In light of these changes, *Honouring Each Other: Building consent cultures on campus, together*, will be relaunched over a three-year timeline from 2021 to 2024.

Over the 2018-2019 academic year, Carleton University embarked on a review of its Sexual Violence Policy. In the course of this review, a number of excellent proposals to prevent sexual violence on campus came forward from the community. As part of the policy review process, Carleton University administration made a commitment to capture these actionable tactics to reduce sexual violence on campus as a separate document, referred to as the Campus Prevention Strategy for Sexual Violence throughout the policy consultations.

This document is a reflection of all of the ideas we received throughout the review, from key campus stakeholders (including student unions, labour unions, administration departments, and individual community members) as well as part of a process undertaken by the Sexual Violence Prevention and Education Committee (SVPEC)\*, the working group that is tasked with prevention initiatives on campus. *Honouring Each Other: Building consent cultures on campus, together* is intended to provide a three-year map of activities that every single member of Carleton's campus can engage in, initiate in their own part of the community, or contribute to, in order to play their part in making this a safer campus for everyone.

The objectives and strategies laid out in the following document are based on a timeline of approximately three years, but are subject to continuous review and updating in order to meet with the best practices and current culture surrounding prevention and education of sexual violence, as well as supporting survivors of sexual violence.

**We invite all our campus partners to review the suggested actions, sign up to support us, and submit even more ways we can prevent sexual violence on campus.**

We believe that every member of Carleton’s community has expertise that will contribute strongly to this document. We hope that you will participate by identifying the action areas where you can play a role, and by contributing suggestions for action. The only way to end sexual violence on campus is by working together, and we hope you’ll join us in this pursuit.

To submit feedback and ideas to the Campus Strategy, please visit our [survey questionnaire](#).

*\*For a membership list of the members of the Sexual Violence Prevention and Education Committee, please refer to Appendix A.*

*“Mainstreaming consent culture – [it’s] not just a box that we tick.”*

## **Executive Summary**

The strategies in this document emerged from the feedback received throughout the Sexual Violence Policy consultations from key campus stakeholders. That feedback was provided to the Sexual Violence Prevention and Education Committee (SVPEC) who, through a consultation process of their own, organized the community feedback in the following document.

In analyzing the feedback, six key values emerged which we’ve centred in this document:

1. Creativity in training
2. Accessibility & Intersectionality
3. Resource management regarding training
4. Consent culture
5. Community Connections
6. Measurement

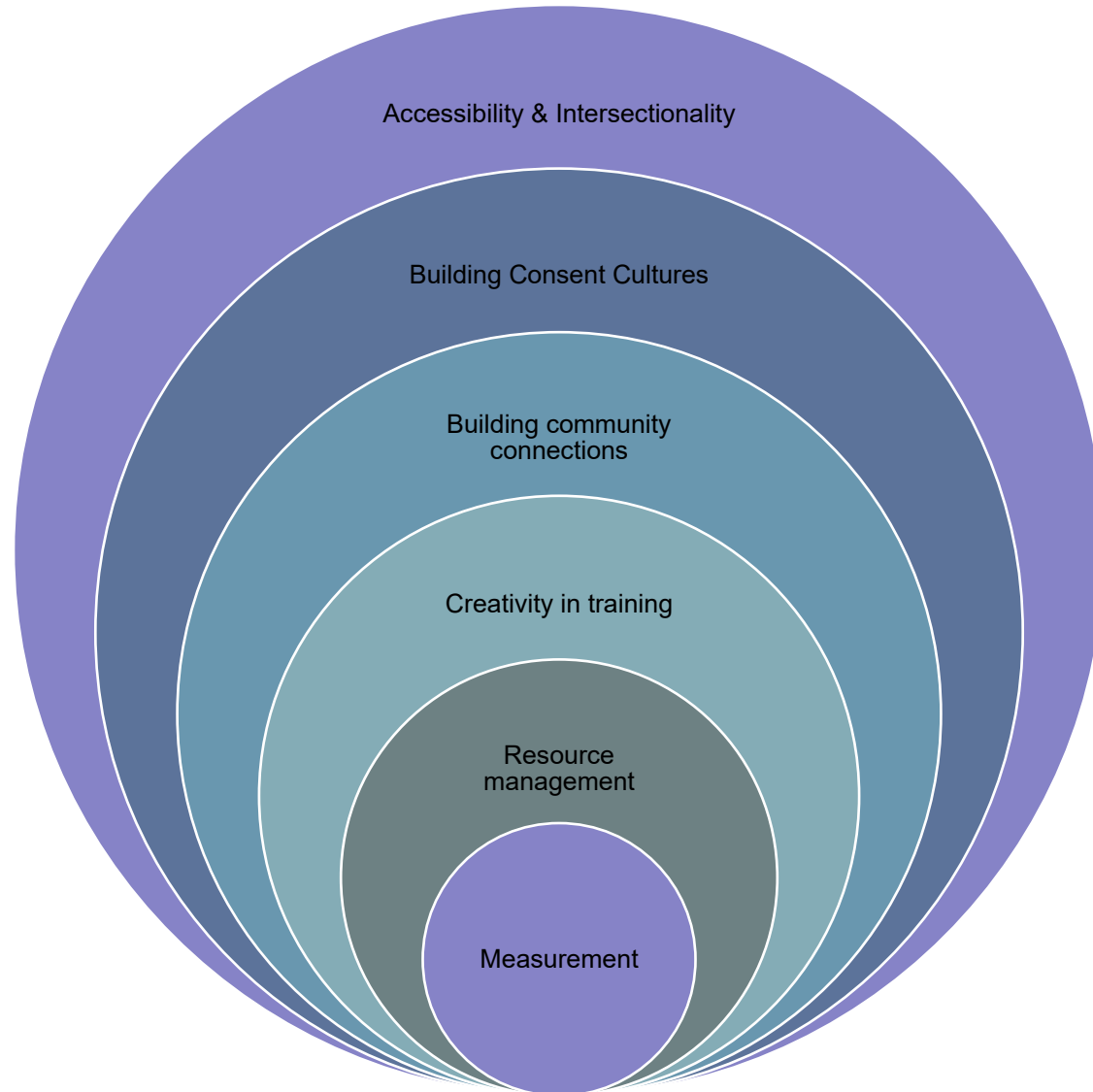
For an expanded explanation of the values that shape this document, please refer to Appendix B. For further explanation of “intersectionality” as used throughout the document, we acknowledge that individuals who experience intersecting forms of oppression based on the protected grounds in the Ontario Human Rights Code may be disproportionately affected by sexual violence and its consequences. For this reason, we take an intersectional approach which acknowledges these different experiences and seeks to create a resolution or support which is unique to their multiple identities. (To read more about intersectionality, enjoy this [interview](#) with Dr. Kimberlé Crenshaw, who created the term.)

The spaces left blank in the document are intentionally blank, we are asking the community to tell us what idea would resonate best, or what the outcome of a certain strategic goal should be. One notion that resonated in the consultation process for the policy was that students know best how

to engage other students in ending sexual violence, employees know better than anyone on how a workplace culture shift can take place, and that prevention of sexual violence on campus cannot just be the role of the administration; it is a role that everyone on campus must participate in.

## Values of the Sexual Violence Prevention Strategy

Prevention of sexual violence on campus is everyone's responsibility.



## Strategic Visioning

*Vision: Every person on campus has a comprehensive understanding of Consent Culture, and are equipped to always respond to, and prevent, sexual violence.*

## Goals

These statements are intended to be aspirational at this time, and help us to define a violence-free vision for our campus community.

### Creating a space for ongoing, responsive education on campus

- Education is inclusive and meets intersectional needs of all Carleton’s staff, faculty, and students
- Education is welcoming, exciting, and not stigmatizing or re-traumatizing
- Training allows a space for nuanced conversations about consent and sexual violence to occur
- Propose that Carleton’s staff, students, and faculty are trained (and can consider how we recognize and value their time for this training) to ensure that trainers are not only internal to the Department of Equity and Inclusive Communities (EIC)
- There is an ongoing initiative to create educational materials and events around consent to ensure the conversation on Carleton’s campus is keeping up with the cultural conversation around consent

*“Creating innovative training that pushes boundaries.”*

### Engaging the campus community to become “Consent Champions”

- Community guidelines exist surrounding a zero-tolerance policy for sexual violence, and new Carleton community members should acknowledge these guidelines
- High profile people from Carleton and the wider community support the work to end sexual violence
- Collaboration with on-campus groups to conduct events/workshops/seminars about consent
- Men and male-identified folks, are engaged in ending sexual violence and promoting consent culture
- There is an awareness of the strategy across campus

*“The wider community is connected in tangible ways.”*

### **Building individualized, intersectional support systems**

- Accessible, fast and individualized support on campus, including peer supporters, available at many locations on campus
- Creating an environment where folks who cause harm can seek educational or restorative opportunities when they want to take accountability
- Accessible and diverse models of support; one can choose who they get support from, as many people are trained to support
- Support services are known by 100% of the Carleton community
- There is no confusion around “who” is “qualified” to provide support
- Support services are individualized and can be for anyone on campus, including staff, faculty, and students

*“Staff and faculty can be survivors and they can access supports.”*

### **Systematic measurement and review of what works**

- Consent education has clear learning outcomes
- Change can be measured, but we need to figure out the *how*
- Consideration of what would be available for measurement best practices

*“Any training developed is iterative and constantly improving to reflect current standards.”*

### **Fostering a Consent Culture for Carleton**

- A shift from policy/consequence focus, into changing the culture of Carleton
- A mainstreaming of consent culture
- Make consent the baseline for pleasure
- Recognize that accountability for causing sexual harm is really about building empathy for others
- An intersectional idea of culture of consent, including the recognition of racism, sexism, misogyny, transphobia, homophobia, ableism, and patriarchy
- There is an ongoing conversation involving a reconsideration of gender identity including masculinity, toxic masculinity, femininity, trans, and sexual identities

*“Not just ticking the ‘Equity box.’”*

Red Text: Deferred  
 Blue Text: Updated  
 Green Text: New Project

## Strategic Overview: Three Year Map

Strategic Goal	Year One Tactics	Year Two Tactics	Year Three Tactics	Outcome
<b>Creating a space for ongoing, responsive education on campus</b>	Foster spaces for ongoing learning at Department of Equity and Inclusive Communities (EIC)	The use of working sessions to improve the intersectional and accessible focus of sexual violence prevention and education at Carleton	Building working sessions that allow for nuanced conversations involving men on campus in sexual assault prevention and education	Expanded intersectional approach to sexual violence trainings
	No longer accept trainings that are less than 30 minutes long	Prevention training focused on individual gauge of what's healthy (trusting the gut, etc.)	Create formalized training opportunities to engage with newly entering community members	Continued and ongoing opportunities for sexual violence prevention, while also enforcing a culture that equity is more than a "tick box"
	Engaging more young men and others on how to engage people in a consent positive way	Create an accessible, easy-to-read resource on consent		Easy to understand, resonant information on consent that helps community members ensure they always have consent
<b>Engaging the campus community to become</b>		Train-the-trainer campus champion initiative	Enhanced outreach initiatives that support consent programming in clubs, unions, organizations, departments, etc.	Designated consent champions across campus



<b>“Consent Champions”</b>	Build partnerships beyond campus	Strengthening ties with local and other communities		Resources and connections for survivors that go beyond the campus community
	Collaboration days focused on bringing education and awareness to various community members	Engage other Sexual Violence groups nation wide	Training campus bar staff	Stronger and more united messaging about consent and consent cultures that resonate across the country
<b>Building individualized, intersectional support systems</b>	Consult and have representation from diverse cultural groups	Provide services that are diverse to match intersectional needs		Campus resources that reflect the diverse community that makes up Carleton
	Promote that support services are inclusive of diverse genders and sexualities	Support the creation of prevention programming that is developed and led by folks with lived experience of diverse gender identities		All gender identities feel support on campus for their lived experience
	Intersectional-based needs assessment: Getting survivors’ feedback/input: what do they want/need?	Creation of support systems that recognize and honour unique identities and the lived experiences of survivors		Support programming that is responsive to the needs of survivors
<b>Systematic measurement and review of what works</b>	Create learning outcomes and assessment	The creation of working sessions to involve more of Carleton’s stakeholders to find out how their needs can be better met		Tangible measurement for prevention activities
<b>Fostering a Consent</b>	Continuing public awareness education campaigns like Sexual Assault Awareness	Focus on proactive prevention and consent culture in campus programming like Orientation		Building a culture/collectively

<b>Culture for Carleton</b>	Week and the #CUrious Campaign	Week, and other community activities		determine values we want to embed
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## Year one: Develop and Pilot

Strategic Goal	Year One Tactics	Tasks	Outcome
<b>Creating a space for ongoing, responsive education on campus</b>	Foster spaces for ongoing learning at EIC	<ul style="list-style-type: none"> <li>• Create staff training opportunities bringing in new partner organizations and have confidential debriefing after</li> <li>• Adapted Responding to Disclosures of Sexual Violence Training for an online environment</li> </ul>	Expanded intersectional approach to sexual violence trainings
	No longer accept less than 30 minute time slots in training	<ul style="list-style-type: none"> <li>• Informing requests the amount of time required for the presentation and the importance of that time</li> </ul>	Continued and ongoing opportunities for sexual violence prevention, while also enforcing a culture that equity is more than a “tick box”
	Engaging more young men and others on how to engage people in a consent positive way	<ul style="list-style-type: none"> <li>• Introduce a pilot program in collaboration with community-based organizations to host online facilitated sessions with men on campus. Sessions will focus on health relationships, consent, and “good sex”. First session could be open to all men, then once feedback is gathered, we could consider the possibility of closed groups for specific populations (e.g. racialized, Indigenous, international students) if there is interest.</li> <li>• Accountability campaigning surrounding consent and healthy sex</li> </ul>	Engaging typically omitted voices in the conversation around Sexual Violence, increasing accountability, and developing a Consent Culture on Campus

	<i>“Abundant Approaches: Exploring Inclusive Healing for Sexual Violence” speaker series</i>	<ul style="list-style-type: none"> <li>• The organizers of this conference-turned-series include Algonquin College’s Project Lighthouse, Carleton University’s Sexual Assault Support Centre (CUSASC) and the Ottawa Coalition to End Violence Against Women (OCTEVAW).</li> <li>• Sessions are intended as professional development for frontline workers in the field of Sexual Violence.</li> <li>• A Moderator will lead 45-minute discussions, followed by a Q&amp;A period to engage the participants. Panelists will discuss their own work in the field of Sexual Violence.</li> </ul>	Education for frontline professionals which will also foster further connections with individuals and community agencies working in the field of Sexual Violence prevention and intervention.
<b>Engaging the campus community to become “Consent Champions”</b>	Build partnership beyond campus	<ul style="list-style-type: none"> <li>• Reach out to diverse groups who may not be involved in SV work, including mental health organizations, LGBTQ2S+ groups, community centres, school districts, Indigenous community organizations, cultural organizations, etc.</li> <li>• Invite potential partners into EIC office, allow them to use the space/book the space</li> </ul>	Expanded intersectional approach to sexual violence trainings and support services
<b>Building individualized, intersectional support systems</b>	Support diversity in hiring and advocate for increased representation on staff	<ul style="list-style-type: none"> <li>• Support campus partners in equitable and diverse hiring</li> </ul>	Expanded intersectional approach to sexual violence trainings and support services
	Support Groups for Survivors	<ul style="list-style-type: none"> <li>• Continue partnership with the Sexual Assault Support Centre of Ottawa to provide facilitated support groups to survivors of sexual violence.</li> </ul>	

		<ul style="list-style-type: none"> <li>● Support groups will be provided once per academic year and will run for eight weeks.</li> </ul>	
	CUSASC CHAT - text and web chat program	<ul style="list-style-type: none"> <li>● Text and web chat support framework to support students coping with sexual violence.</li> <li>● This framework is especially effective during the COVID-19 pandemic closures</li> <li>● Accessible support gives student options about how they would like to reach out to receive assistance (e.g. it provides anonymity and is easy to access for some populations such as parents and folks with disabilities).</li> </ul>	
<b>Systematic measurement and review of what works</b>	Create learning outcomes and assessment	<ul style="list-style-type: none"> <li>● EIC to work with research students who can create learning outcomes and assess trainings (placements, co-ops)</li> <li>● While running workshops, ask the audience and collect responses about what they are seeking to learn</li> <li>● Collect qualitative data regarding the content that people are learning from workshops and evaluate with SVPEC if these are desired learning outcomes</li> </ul>	Tangible measurement for prevention activities
<b>Fostering a Consent Culture for Carleton</b>	Integration into orientation	<ul style="list-style-type: none"> <li>● Book at least one hour training session run in small groups for each residence students</li> <li>● Collect feedback on best/least productive parts of these sessions</li> </ul>	Building a culture/collectively determine values we want to embed
	Focus on proactive prevention and consent culture	<ul style="list-style-type: none"> <li>● Consult with community organizations inside and outside of sexual violence prevention on how to engage more people in stigmatized discussions</li> </ul>	Building a culture/collectively determine values we want to embed

		<ul style="list-style-type: none"> <li>● Look into the creation of “rewards,” for taking preventative and consent-focused trainings</li> <li>● Community Consultation Research: Long term goal is to provide the Carleton University community with a holistic program that is inclusive to everyone <ul style="list-style-type: none"> <li>○ goal is to give an overview of the current educational and preventative programs for sexual violence, including any evidence based research showing efficacy of programs</li> <li>○ we want to use this information to inform a new program development on campus</li> </ul> </li> </ul>	
	Continuing public awareness education campaigns like Sexual Assault Awareness Week and the #CUrious Campaign	<ul style="list-style-type: none"> <li>● Increase awareness, collaboration, and community-building exercises within SAAW</li> <li>● Identify marketing tactics for the #CUrious campaign, including #CUrious Influencers</li> <li>● Create rewards (such as raffles) for engagement during campaigns</li> </ul>	Reducing stigma and creating a culture of consent on campus

## Year two: Building and creating

Strategic Goal	Year Two Tactics	Tasks	Outcome
<b>Creating a space for ongoing, responsive education on campus</b>	The use of working sessions to improve the intersectional and accessible focus of sexual violence prevention and education at Carleton	<ul style="list-style-type: none"> <li>Creation of design-thinking workshops to collect information from students, staff, and faculty on intersectional and accessibility needs from the SVPEC</li> </ul>	Expanded intersectional approach to sexual violence trainings
	Create an accessible, easy-to-read resource on consent involving the committee members	<ul style="list-style-type: none"> <li>Ensure that the committee reflects diversity</li> <li>Collaborate with on-campus expertise and the SVPEC Working Groups</li> </ul>	Continued and ongoing opportunities for sexual violence prevention
	Prevention training focused on individual gauge of what's healthy (trusting the gut, etc.)	<ul style="list-style-type: none"> <li>Creation of group workshops around healthy boundaries</li> </ul>	Building a culture/collectively determine values we want to embed
<b>Engaging the campus community to become "Consent Champions"</b>	Train-the-trainer campus champion initiative	<ul style="list-style-type: none"> <li>Continue to rollout the Carleton Consent Collective (C3) in order to reach many groups at Carleton</li> </ul>	Designated consent champions across campus
	More partnering with clubs, organizations etc. on and off campus	<ul style="list-style-type: none"> <li>Train-the-trainer campus champion position created in collaboration with on-campus organizations</li> </ul>	Building a culture/collectively determine values we want to embed
	Strengthening ties with local and other communities	<ul style="list-style-type: none"> <li>Bring in partner organizations for facilitated discussions, workshops, and presentations</li> </ul>	Expanded intersectional approach to sexual violence trainings

	Engage other Sexual Violence groups nation wide	<ul style="list-style-type: none"> <li>Collaborate with sexual violence prevention and support groups at other Canadian Universities – What are they doing that works?</li> </ul>	Expanded intersectional approach to sexual violence trainings
<b>Building individualized, intersectional support systems</b>	Intersectional-based needs assessment: Getting survivors' feedback/input: what do they want/need?	<ul style="list-style-type: none"> <li>Survivor engagement through a needs-assessment that recognizes the lived experiences of survivors and their unique identities</li> <li>Providing opportunities for online, in-person, and hard-copy feedback which is anonymous and confidential</li> <li>Allowing for feedback and input with regards to any concern of SV nature: feedback on supports accessed, SV Policy, supports in the community they did/did not find helpful, etc.</li> <li>Reaching outside of Carleton community to see what Survivors are saying is helpful in Ottawa/Canada</li> </ul>	Support programming that is responsive to the needs of survivors
	Creation of support systems that recognize and honour unique identities and the lived experiences of survivors	<ul style="list-style-type: none"> <li>Reaching out to community organizations which serve intersectional populations</li> <li>Increase representation of staff and other resources who can support survivors from a diverse population</li> <li>Increasing advertisement surrounding different pictures and stories of sexual violence</li> </ul>	Challenging the one-size-fits-all approach to SV Support, expanded intersectional approach to sexual violence trainings and support
	Be more inclusive of diverse genders and sexualities	<ul style="list-style-type: none"> <li>Listening to representative stakeholder groups to build services they need</li> </ul>	Reducing stigma; Expanded intersectional approach to sexual violence trainings

		<ul style="list-style-type: none"> <li>● Seek outside expertise when necessary to help create services</li> </ul>	
<b>Systematic measurement and review of what works</b>	The creation of working sessions to involve more of Carleton's stakeholders to find out how their needs can be better met	<ul style="list-style-type: none"> <li>● Advertising working sessions</li> <li>● Making working sessions welcoming and accessible, fun and safe</li> <li>● Incorporating training sessions into existing training or courses</li> <li>● Measuring success through participant satisfaction and pre-post knowledge tests</li> </ul>	Tangible measurement for prevention activities
<b>Fostering a Consent Culture for Carleton</b>	Focus on proactive prevention and consent culture in campus programming like Orientation Week, and other community activities	<ul style="list-style-type: none"> <li>● Continue to work closely campus partners to further enhance the commitment to consent cultures reflected in programming like Orientation Week</li> <li>● Build on existing commitments to develop new initiatives that position Carleton as a leader in consent cultures on campus</li> </ul>	Building a culture/collectively determine values we want to embed



## Year three: Expand the audience

Strategic Goal	Year Three Tactics	Tasks	Outcome
<b>Creating a space for ongoing, responsive education on campus</b>	Building working sessions that allow for nuanced conversations involving men on campus in sexual assault prevention and education	<ul style="list-style-type: none"> <li>● Review EDI actions as campus units with EIC and Carleton Staff (“FFF Nights”) to foster learning and growth</li> <li>● Creation of a placement or co-op position to create a gender-based violence prevention program</li> </ul>	Expanded intersectional approach to sexual violence trainings
	Create formalized training opportunities to engage with newly entering community members	<ul style="list-style-type: none"> <li>● Creation of certification program for Sexual Violence Prevention or Consent Culture</li> <li>● Creation of online course for prevention and education</li> <li>● Campus champions hosting workshops for newly entering campus community members</li> </ul>	Continued and ongoing opportunities for sexual violence prevention
<b>Engaging the campus community to become “Consent Champions”</b>	Create days and spaces for us to come together to collaborate	<ul style="list-style-type: none"> <li>● Create open workshops for students, staff, and faculty to debrief about issues of sexual violence</li> <li>● Ensure safety through sending agenda prior to workshops</li> <li>● Create support/education groups for those who would like to become involved on a regular basis running weekly for 1 month at a consistent time</li> </ul>	Designated consent champions across campus

	Working with staff, faculty, union, and other on-campus groups	<ul style="list-style-type: none"> <li>Working to find the best means of support for employees through the utilization of surveys for measurement</li> </ul>	Designated consent champions across campus
	Training campus bar staff	<ul style="list-style-type: none"> <li>Review training</li> <li>Review cases to see if particular instances in bars</li> <li>Speak with bar administration about trainings</li> <li>Implement trainings for new bar staff</li> <li>Elect one Sexual Violence Prevention bar staff member who ensures all bar staff remain up-to-date on campus changes and trainings</li> </ul>	Designated consent champions across campus
<b>Building individualized, intersectional support systems</b>			
<b>Systematic measurement and review of what works</b>			Measurement system that indicates what is working with regards to prevention on campus and what is not
<b>Fostering a Consent Culture for Carleton</b>			Building a culture/collectively determine values we want to embed
	Creating a “Consent Party”	<ul style="list-style-type: none"> <li>Build on work of Consent Champions to engage the broader campus community</li> </ul>	Increased recognition and awareness of consent cultures at Carleton

		with a consent-themed social event	
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## Appendix A

### Sexual Violence Prevention and Education Committee

The Sexual Violence Prevention and Education Committee Steering Committee membership includes:

- Michael Charles (Chair), University Advisor on Equity and Director, Department of Equity and Inclusive Communities
- Margaret Janse van Rensburg, Graduate Student Representative
- Lisa Ralph, Associate Vice President, Student Affairs
- Laura Story, Director, Housing and Residence Life
- Kyla Reid, Research Facilitator- FPA
- Dillon Brady, Residence Student Conduct Coordinator
- Ikram Jama, Senior Advisor, Human Rights and Equity
- Amal Elmi, Equity Education and Services Coordinator
- Beau Welter, Counsellor- Sexual Assault and Trauma
- Bailey Reid, Senior Advisor, Sexual Violence and Survivor Support
- Ridah Khan, Undergraduate Student Representative
- Jonathan Malloy, Faculty Member

### Sub-committees:

- Communications and Communities Working Group
- Public Engagement and Training Working Group
- Measurement Working Group

## Appendix B

### Honouring Each Other: Values that shape our strategy

#### **Creativity in training**

The group believed that this brainstorming meeting of the Sexual Violence Prevention and Education Committee allowed for a productive and educative process. It was recognized that this process could be used within the strategy.

1. The creation of working sessions to involve more of Carleton's stakeholders to find out how their needs can be better met
2. The use of working sessions to improve the intersectional and accessible focus of sexual violence prevention and education at Carleton
3. Building working sessions that allow for nuanced conversations involving men on campus in sexual assault prevention and education

#### **Accessibility & Intersectionality**

It was identified that there is a need to reach the needs of many different people on campus. By doing the following, the accessibility and intersectionality of Carleton University Sexual Assault Support Centre (CUSASC) can be improved.

1. Create an accessible, easy-to-read resource on consent involving the committee members
2. Have SASC peer supporters available in other locations on campus, create themes and activities for them to run during their hours
3. Increase supports available for staff and faculty on campus

#### **Resource management**

Throughout discussions, the group pin-pointed that the hired hands of Department of Equity and Inclusive Communities could only reach so far with the available resources. The following are recommendations on how to reach more people with these limited means.

1. Carleton University Sexual Assault Support Services will commit to training sessions that are 30 minutes and over, which will permit enough time for thorough education
2. Development of online trainings for non-credit information available for all staff, students, and faculty to review at their own times
3. Create a train-the-trainer approach to support and education: EIC trains one person to train others, they train others who can train others

#### **Consent culture**

In this workshop, consent culture was a word that was constantly brought up. Under the guidance of the committee, a positive consent culture can be promoted on Carleton's campus.

1. Identify how consent culture can be defined involving an intersectional lens involving race, gender, and ability/disability
2. Promote a survivor-centered idea of sexual violence

3. Decrease the fear surrounding, making safe spaces for nuanced conversations regarding consent, sexual violence prevention, toxic masculinity, and different cultural concepts of consent and sex

### **Community connections**

Many committee members felt that the Sexual Assault Support Centre at Carleton is currently sheltered and that increased connections would allow the service to break barriers.

1. Continue to work with community Violence Against Women and Gender-Based Violence groups in Ottawa promoting one another's activities
2. Continue collaboration with on-campus groups and services that provide education and support
3. Engage well-known people – both internal and external to the university - and have them speak publicly about sexual violence

### **Measurement**

While there are many great steps that the Sexual Assault Support Centre can take in sexual violence prevention and education, it has become apparent that the changes that will be made through this strategy need to be measurable.

1. The development of pre-post tests for training sessions
2. Creating a long-term vision of Consent Culture and how this will be promoted
3. EIC engage in further discussion with community stakeholders about the best means to research culture change at the university