

**ORGANIZATIONAL SCALING:  
BRIDGING THE CONSENT EDUCATION GAP IN CALIFORNIA**

By

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## **Executive Summary**

The California Healthy Youth Act (CHYA) aims to provide pupils the knowledge and skills they need to develop healthy attitudes concerning adolescent growth and development, body image, gender, sexual orientation, relationships, marriage, and family. However, while CHYA is a step forward for California's sexual education in grade 7 to 12 schools, it fails to recognize and implement consent education in sexual health education curriculum and legislation.

This paper aims to analyze the organizational purpose and structure of nonprofit organizations, focusing on the cases of Verity and Speak About It, to give examples of how organizational scaling theory can be implemented to encourage collaboration to fill our state's current consent education and training gap. I begin this paper with an overview and definition of organizational structure, and detail concepts around organizational scaling, drivers to scaling, and the frameworks involved with the growth of organizations. Then I provide practical application of the themes and concepts discussed to analyze the organization dynamics of Verity and Speak About It as they scale up and out respectively. Finally, I conclude this paper with policy recommendations the state may implement to strengthen the policy priorities outlined by the CHYA. My first recommendation consists of a policy change, written into CHYA, requiring public schools to include consent education in their health and sex education curriculums. My second policy recommendation is for the state to allocate a proposed budget for a pilot program that will leverage the existent partnerships and incentivize organizations to come to California. The policy recommendations I provide in this paper are directly tied to growth of Verity, Speak About It, and other organizations like them.

## Acknowledgments

Writing this thesis was no easy feat. This thesis took several months of labor, dedication, tears, and love. This thesis is a culmination of several years of courage to keep writing and bringing to the forefront a topic that many people do not like to discuss, sex.

I dedicate this paper to the countless number of beings that have experienced sexual harassment, trauma, and abuse. May we continue to learn from your stories.

Thank you to my peers and friends for your unwavering support. For everything we faced during a global pandemic. I found my home in Sacramento because of you.

Thank you to my mentor, Rida Hamida, who constantly pushes and inspires me to be true to myself. Without you, I would have never thought to apply to graduate school.

Thank you to my family, Azucena, Jose, and Luz Romo.

*Mami, Papi, Ari, sin ustedes nunca pudiera aver logrado lo tanto que logrado hoy. Gracias por siempre estar paso por paso con migo. Gracias por todas las conversaciones, noches tardes, y dedicación eterna para mi educación y crecimiento. Necesitaría todos los diccionarios del mundo para encontrar las palabras correctas para decirles lo mucho que los quiero y agradezco.*

*"¡Nadie me puede quitar mi educación!"*

Most importantly, I thank and dedicate this paper to my younger self. As a first-generation Latina immigrant, the odds weren't in my favor, and I never thought I would get this far. Keep talking, keep taking up space, and keep nurturing the part of you that is passionate about serving your community. You haven't peaked yet!

## **Introduction**

### **Background**

The California Comprehensive Sexual Health and HIV/AIDS Prevention Education Acts, most recently renamed the California Healthy Youth Act (CHYA), authorizes school districts to provide comprehensive sexual health education consisting of age-appropriate instruction, in any of kindergarten and grades 1 to 12, inclusive, and requires school districts to ensure that all pupils in grades 7 to 12, inclusive, receive HIV/AIDS prevention education, as specified.

The California Healthy Youth Act aims to ensure pupils receive integrated, comprehensive, accurate, and unbiased sexual health and HIV prevention instruction to provide them with the knowledge and skills necessary to have healthy, positive, and safe relationships and behaviors. According to California's Department of Education, CHYA aims to provide pupils the knowledge and skills they need to develop healthy attitudes concerning adolescent growth and development, body image, gender, sexual orientation, relationships, marriage, and family. CHYA also aims to provide pupils with the knowledge and skills necessary to protect their sexual and reproductive health from HIV and other sexually transmitted infections and unwanted pregnancy (California Department of Education, 2022). Most importantly, CHYA aims to promote the understanding that sexuality is a normal part of human development by incorporating comprehensive, inclusive, and medically accurate information in grade 7 to 12 school curriculums.

However, while CHYA is a step forward for California's sexual education in grade 7 to 12 schools, it fails to recognize and implement consent education in sexual health education curriculum and legislation. Merriam-Webster Dictionary defines consent as an action to give permission or approval or be in accord with opinions or sentiment. The legislative definition of

consent describes “the voluntary acquiescence to the proposal of another, or the act of reaching an accord, or the actual willingness an act or infringement of an interest shall occur.” Consent, in short, is an act of reason and deliberation where two parties agree on a single outcome.

## **The Problem**

California’s students must receive a comprehensive and inclusive sexual education, and their education needs to begin with a clear understanding of consent. Consent education is more than a "disaster plan" for students to avoid sexual predators, pregnancy, sexually transmitted diseases, and date rape. Consent education goes beyond telling students or others that it is ok to say to a person “no” or give an enthusiastic “yes.” Consent education needs to address the steady development of social-emotional skills our children and people face. Perhaps the biggest mistake we make when creating comprehensive sexual education programs and curriculum is that we do too little to address consent and glaze over to topic at a too late developmental stage in children's lives. We warn students of "stranger danger" and tell them it is not ok for others to touch them in any way that makes them feel uncomfortable, but we do not advise youth on coping with being groped, catcalled, or bullied in sexual ways. According to a survey by the Making Caring Common project in partnership with the Harvard Graduate School of Education, 3,000 American high school students and young adults reported they were not taught how to avoid sexually harassing others. The same study says that 65% of students wish they had received guidance on emotional aspects of relationships in their sex education classes, like "how to have a mature relationship" or "how to deal with breakups" (Weissbourd et al., 2017). Ironically, other studies have found that online advice on how to "sext" includes more information on consent than what many educators teach as a part of the sexual education curriculum (Hasinoff, 2014).

By including consent education in CHYA, school districts and educators can begin teaching consent as a life skill, not just a sex skill, and start framing and discussing consent through a broader set of positive skills to help them navigate adulthood. By including consent education in the school curriculum, we can teach children and adolescents ways to understand and respect both their own desires and those of other people. Furthermore, a positive skill framing of consent education will help educators teach students about consent without sinking in long-running arguments and anxiety over gender roles, cultural values, and teen sexuality.

### **What can we do?**

Sexual education is a very controversial topic amongst many of California's diverse communities and groups, making it an especially complex subject to integrate. The creation and implementation of CHYA involved more than just school districts and departments. Collaboration for CHYA extended to medical professionals in private sector agencies - Kaiser, Anthem Blue Cross, hospitals, and medical research groups, and to nonprofit organizations – Planned Parenthood, Advocates for Youth, and The Adolescent Sexual Health Work Group. However, while CHYA is a triumphant step in the right direction there is still more we can do better support students. Nonprofit groups such as Verity and Speak About It are organizations that advocate for consent training in schools and provide educational resources and curriculum for teachers and students who want to learn more about consent.

This paper aims to analyze the organizational purpose and structure of nonprofit organizations, focusing on the cases of Verity and Speak About It, to give examples of how organizational structure can be implemented to encourage collaboration to fill our state's current consent education and training gap. I begin this paper with an overview and definition of organizational structure and details concepts around organizational scaling, drivers to scaling, and

the frameworks involved with the growth of organizations. After introducing organizational structure and scaling concepts, I use the themes and concepts discussed to analyze the organizational structure of Verity and Speak About It as they grow larger in scale. More specifically, I give example of how different scaling frameworks can be applied to either organization to encourage collaboration with different stakeholder and increase organizational reach. I conclude this paper with policy recommendations the state can implement to strengthen the policy priorities outline by the California Healthy Youth Act.

## **What is Organization Structure?**

### **An Overview**

According to the book “Reframing Organization” by Bolman and Deal (page 72), “an organization’s structure at any moment represent its resolution of enduring set of basic tensions or dilemmas.” Organizations are constantly changing and the people who manage them often face complex problems with unclear solutions. Managers must assess of the internal activities of the organization align, and are flexible enough, to deal with the outside pressures and opportunities the organization faces (Bolman and Deal, 2017). Are the organization’s employees feeling overburdened, or underwhelmed? What is the culture of the organization? Is the organization lacking clarity or creativity? Do employees feel the organization has direction and gives them the level of autonomy they need to execute their work? At a simplified level, organizational structure is represented by the hierarchal outline of the company’s goal’s, mission, employee roles, and departments/teams (Devaney, 2022).

### **Scaling**

Scale is generally understood in terms of hierarchy. Different disciplines generally have different criteria for defining and measuring scale (Pachico & Fujisaka, 2004). Scale and scaling

up is most commonly defined as an expansion and growth that results in increased impact (Pachico & Fujisaka, 2004). Organizational scaling, as defined by Shepherd and Patzelt, is the “spreading of excellence within an organization as it grows.” The spread of excellence in Shepherd and Patzelt’s research is manifested through knowledge of items such as schemas, routines, systems, norms, and the drivers that cause them to expand. Furthermore, organizational scaling is often categorized by either *horizontal* or *vertical* scaling depending on the characterization of the way an organization restructures and scales. Horizontal scaling, most commonly referred to as scaling out, would refer to the organization’s quantitative growth outward as they expand their geographical reach to cover more people and communities through replication and adaption of their current systems (Pachico & Fujisaka, 2004). Vertical scaling, on the other hand, refers to the hierarchical ladder and institutional nature involved, implying that the organization would become more involved with different sectors and stakeholder groups such as policymakers, donors, other development institutions, and investors (Pachico & Fujisaka, 2004). As a result of the two scaling differentials, organizations must often assess what the drivers for scaling up or out are so they may identify which type of scaling strategies and processes they should implement.

### ***Drivers to Scale***

According to Arntraud Hartmann and Johannes Linn, there are five key drivers for scaling which include ideas, vision, leadership, external factors, and incentives and accountability. “Any intervention that will eventually be scaled up begins with an *idea*, innovation, or a model that contributes to the development process” (Hartmann & Linn, 2008). In other words, all ideas will grow. To move an idea to reality, a *vision* for implementing and scaling is critical and should be developed during a pilot phase (Hartmann & Linn, 2008). Furthermore, in order to grow, organization must have a “champion” or a *leader* that believes in the potential of the organization’s



ideas and vision so much as to commit to scaling up and taking lead (Hartmann & Linn, 2008). Often, *external catalysts* serve as drivers for scaling because they provide opportunities for old systems to cease function and call upon new systems to provide solutions (Hartmann & Linn, 2008). In Verity's case, for example, a policy update that requires all schools to implement consent training in school curriculum might be a driving force for the organization to expand its services to more school districts and surrounding counties. Furthermore, the outward spread in geographical scale would result in increased recognition and possible funding for Verity which is often an *incentive* that would encourage them to continue exponential growth. Incentives and accountability are often the most important driving force for organizations and companies as it encourages them to look toward scaling as a criterion of their success (Hartmann & Linn, 2008).

### ***Should organizations scale up or out?***

While drivers for scaling will always be present in organizations, not all organizations should scale up. The decision to scale up requires organizations to reflect on the optimal size of their programs, services, and departments (Hartmann & Linn, 2008). Should an organization operate on a national, state, or local level? In diseconomies of scale, the quality and quantity trade-offs as well as the institutional and organizational constraints, may limit an organizations' ability to scale up or out (Hartmann & Linn, 2008). Organizations must consider their desired size based on the participatory process of the programs they offer (Hartmann & Linn, 2008). In an organization like Verity, the success of the programs they offer in their counseling, prevention, and intervention departments depends on community trust for recognition as more people become aware and utilize their services. Verity believes they offer quality programs and services, and therefore believe they are accomplishing their goals to help their community (Verity, Our Mission 2020). As a result, Verity and their board members may consider scaling up in the future.

However, while organizations like Verity decide to scale up to cover more geographical space, not all decide to scale up towards national coverage. According to Hartmann and Linn, programs are highly conceptual depending on the trust process established in a community. Speak About It reaches a national audience with their programs and performances. In the case of Speak About It, the organization strives to share the diversity of stories people experience in their lives and they aim to inspire, empower, and represent the students in every audience and classroom (Speak About It, *Who is speak about it?* 2020) In the case of Speak About It, because their geographical reach is large and they aim to provide inclusive representation, the organization may run into challenges relevant to a diseconomy of scale. Speak About It may face future challenges with over-generalizing their programs to remain “inclusive” and consequently may not meet their mission or goals. As a result, Speak About It may consider scaling out in the future to create centralized teams that can build trust in the states or communities they service.

### ***Scaling Frameworks***

When organizations decide to scale up, implementing large scale change will call for the creation of new organizational structures or changes to the currently existing structure (Cooley & Ved, 2012). As a result, Larry Cooley and Rajani Ved offer a framework of “expansion” methods which include *expansion*, *replication*, and *collaboration*. Expansion refers to increasing Verity’s scope of operations that originally developed and piloted the non-profit. The expansion process as Cooley and Ved describes it, would be implemented if Verity’s goal is to expand towards new locations or groups. Under the *expansion* framework however, Verity might face future issues where they need to decentralize, franchise, or spin-off aspects of the original organizations so they may operate independently (Cooley & Ved, 2012). On the other hand, if Verity’s goal to scale up is to include other public sector agencies or organizations to increase their process, technology, or

services, they will need to implement a *replication* framework (Cooley & Ved, 2012). Under a replication framework, Verity will need to implement policy adoption and create a political or policy department where the organization can mobilize support for the programs they provide, their vested interests, and work on advocacy for new approaches and school curriculum design (Hartmann & Linn, 2008). The last framework Verity may apply to their scaling process is a *collaboration* approach where their methods will fall in between the expansion and replication processes. Collaboration mechanisms range from formal partnerships to informal networks and include innovative structures and governance arrangements (Cooley & Ved, 2012). Formal and informal arrangements and partnerships typically include some division of responsibility among the collaborating organizations (Cooley & Ved, 2012).

Moreover, Almeida and Espinheira (2022) offer a different set of agile frameworks based on four fundamental values: 1) individuals and interactions over process and tools, 2) working software over comprehensive documentation, 3) customer collaboration over contract negotiation, and 4) responding to change over following a plan. In their work, Almeida and Espinheira study large-scale agile frameworks in pertinence to software start-up companies, yet some of the frameworks they discuss offer insight of specific considerations organizations must make when growing. Table 1 below lists the frameworks Almeida and Espinheira list in their work.

Table 1: Agile Scaling Frameworks	
Criteria/Framework	Definition
Accommodating Changes	Organizations may change according to several conditions, such as forgetting requirements that are necessary for the growth of the organization, changes in the customer's opinion, marketplace changes, or political and legislative issues.
Continuous improvement	Organizations adopt practices that aim to improve results by making them more efficient and effective in their products, services, or processes. Continuous improvement requires continuity and must also consider the cultural dimensions of the organization.
Control Level	Organizations must consider the increases in a project's predictability and the risk control. Project risks often increase

	significantly and therefore its relevant to predict, anticipate, and mitigate potential problems and defects that may become more expensive as the developmental process evolves.
Coverage	Organizations that work with multiple teams needs to be agile in other organizational areas as they may suffer from bureaucratic procedures or lack of collaboration between the operation, management, and innovation teams. Changes should be implemented to ensure teams are compatible with the functions of the entire enterprise and not just the operational processes.
Customer Involvement	The active involvement of the client throughout the project gives teams the chance to understand the client's vision and develop a reliable and authentic relationship. Customer satisfaction is the highest priority.
Ease to Use	The ease of practically implementing the frameworks identified into the organization's structure.
Flexibility	Organizations implement change throughout the value chain (i.e., processes, behaviors, and cultures) The changes include principles of close collaboration, small autonomous units, and clear communication. Behavioral changes must also be evident in the delivery teams and other peripheral units like finance and human resource departments.
Geographical Distribution	Organizations may adopt distributed teams where they look for the best professionals in the industry regardless of their geographical location. Challenges in coordinating across different time zones, centralized monitoring of the development process, communication difficulties, sharing informal knowledge, and cultural differences may arise.
Learning Ability	The people in organizations should be committed to constantly learning rather than following strict frameworks and methods. Organizations must teach teams how to learn throughout the development cycle to increase team maturity and promote reliable product and service delivery.
Scalability	An organization's ability to adjust or adopt a framework to work with larger volumes of peoples and teams in parallel. Scalability should be considered both from a horizontal and vertical perspective.
Team Size	Utilized to address the increasing size and complexity of projects to manage them more effectively.
Technical Complexity	Low complexity is very important for simpler and less consuming processes. The easier it is for the team and the client to understand, the greater the understanding and the more fluid the product development process will be.
Time to Market	Organizations should be focused on delivering faster value to the customer since the deliveries are partial and incremental. The frameworks used should contribute to waste elimination, increased

	speed delivery, quicker responses to market changes, and improved developmental processes.
Transparency	Allows organizations to evaluate and track their work progress and inspect and adapt its products, services, or processes. From a practical standpoint, transparency frameworks can identify an organization's excessive tendency to evaluate their transformational level through metrics and inaccurate information about the impact of key performance metrics like value delivery, quality, productivity, or sustainability.
Waste Elimination	Main causes for waste generation are the inclusion of unsolicited functionality, project churn, and crossing organizational boundaries mainly between the development team and stakeholders.

## **Analyzing Verity**

### **Background and Purpose**

Verity was founded in 1974 under the vision to prevent sexual assault and become a central source of assistance that places the needs of sexual assault survivors at the highest level (Verity, Our history 2020). Verity's philosophy is to support social justice and equality for all adults and children who have been sexually assaulted by committing to end sexual violence and working to eliminate the conditions that cause or tolerate it (Verity, Our Mission 2020). As stated on Verity's website, Verity's mission statement is to "strive to eliminate all forms of violence, with special focus on sexual assault and abuse." Verity defines sexual assault as "an unacceptable form of oppression, which is destructive to the lives of the survivors, their families, and their friends" (Verity, Our Mission 2020). To achieve its goals, Verity facilitates healing and promotes prevention of violence by providing counseling, advocacy, intervention, and education to the communities it serves. Additionally, Verity provides free 40-to-60-minutes bilingual videos and coloring books that teach educators, parents, and students about consent.

Table 2 below provides a brief overview of Verity's organizational characteristics and regional reach.

<b>Table 2: Verity's Organizational Characteristics</b>	
Organization Headquarters	Santa Rosa, CA
Founded in	1974
<b>Staff</b>	
Total Number of Staff	29
Administrative Department	3
Intervention Services Department	12
Counseling Services Department	5
Alternative Healer Department	2
Prevention Services Department	3
Group Facilitators	4
<b>Outreach (2019-2020)</b>	
Number of people assisted by the Intervention Department (2019-2020)	1,300
Number of calls received by the Crisis Hotline	450
Number of classroom and community presentations given by the Prevention Department	8,000-9,000
Number of prevention workshops provided to youth ages 5-19 (annually)	over 5,000
Individuals in therapeutic assistance	164
Number of Support Group participants	50
Number of Volunteers	40 (staff the crisis hotline, serve as trained Sexual Assault Advocates, and help with community fundraising events.
Geographical Reach	Sonoma County

## Structure

As the organization stands, Verity is divided into three main departments, which represent the organization's three strategy approach of intervention, prevention, and counseling (Verity, Our Team 2021). Verity's administration department oversees the Intervention Services, Counseling Services, and Prevention Services departments. Moreover, structure within each of Verity's departments is distinguished between staff and members, volunteers, or partners depending on the programs and specialty services the department provides. Staff members typically involve roles as

managers, facilitators, therapists, consultants, advocates, or specialists. As a result, Verity's individual span of control is narrow because staff must report to department heads who then report to the administrative department. In other words, the organizational structure Verity currently has implemented is more traditional in its hierarchy and systems.

Moreover, Verity's formal and rigid structure on department crossover allows the organization to concentrate on the client and the consumer experience. Verity puts the survivors and the community members it serves first and caters to their needs to get them the best help and resources they can provide (Verity, Our History 2020). The organization spells out roles based on a targeted process for each of their clients (Bolman & Deal, 2017). Schools seeking to provide consent training and education in their schools may refer to either the Prevention Services or the Intervention Services departments, while an individual seeking help may reach out to the Counseling Services Department or Group Facilitators.

## **Applying Themes**

### ***What are the drivers causing Verity to scale upward?***

I previously discussed Hartman and Linn's drivers to scale which can indicate when an organization is ready to scale upward. Ideas, vision, leadership, external factors, and incentives and accountability are all present in Verity's case to scale upward. However, for the purposes of this paper I will focus on external factors or catalysts that may be driving Verity's leadership to scale the organization larger. As was stated in Table 2, Verity conducted and provided about 8,000 to 9,000 community presentations to Sonoma County residents from 2019 to 2020. Furthermore, Verity also provides over 5,000 prevention education workshops for students ages 5-19 annually. The quantity of the workshops Verity provides its community is ever increasing, indicating a need for Verity to provide more workshops.

However, the increasing need for more workshops alone does not directly mean Verity should scale up. Additional external factors like a new state policy requiring students to learn about consent in their classrooms would create a pathway for organizations like Verity to provide services to schools more directly. Verity already offers consent training workshops to students and enters contractual relationships with the schools they provide services to, but they can also create a training department dedicated to providing trainings to interested educators. Nonetheless, Verity's need to provide more education workshops results in a heavier workload for employees. Organizational leaders and managers face the hard decisions to either keep increasing the workload of their employees or find alternatives to prevent their team's burnout. Handling a decision such as this one, usually indicates a need to increase team size and hire more employees, but the increase in numbers may lead to organizational restructuring.

Furthermore, it is clear that Verity's organizational vision and mission to "prevent sexual assault and place the needs of sexual assault survivors at the highest level" is a central force in their journey to scale up. Scaling upward is not just about physically growing an organization. Rather, scaling upward also signifies a desire to "magnify the impact of innovations, so as to benefit more people and to foster more policy and programme development on a lasting basis" (Simmons et al., 2007 pages 1-2). In the case of Verity, there is a desire to expand their successful programs to other geographical locations to increase their impact in society. Verity's vision in conjunction with external factors that reveal a higher demand for the workshops, programming, and increased employee numbers, are indicators that Verity should consider scaling upward.

### ***Applying Frameworks***

In this section, I will provide a practical application of key frameworks I have previously discussed, as they may apply to Verity's potential organization restructuring. In order for this



section to function, we must assume that either of the following scenarios have occurred and act as external factors causing Verity to scale up. The first scenario involves a statewide policy implementation requiring public state high schools to provide students consent education and training services as a part of the current sexual education curriculum. The second scenario involves a state budget carve out for a pilot program to provide consent education and training services to high school students. Both scenarios enact a state decision which create an increased demand for consent education and prevention services offered by Verity. To meet the increased demand, Verity's board of directors and administrative team decide it is time to scale up and reassess the organization's current structure.

**Figure 1. Verity's Current Organization Structure**

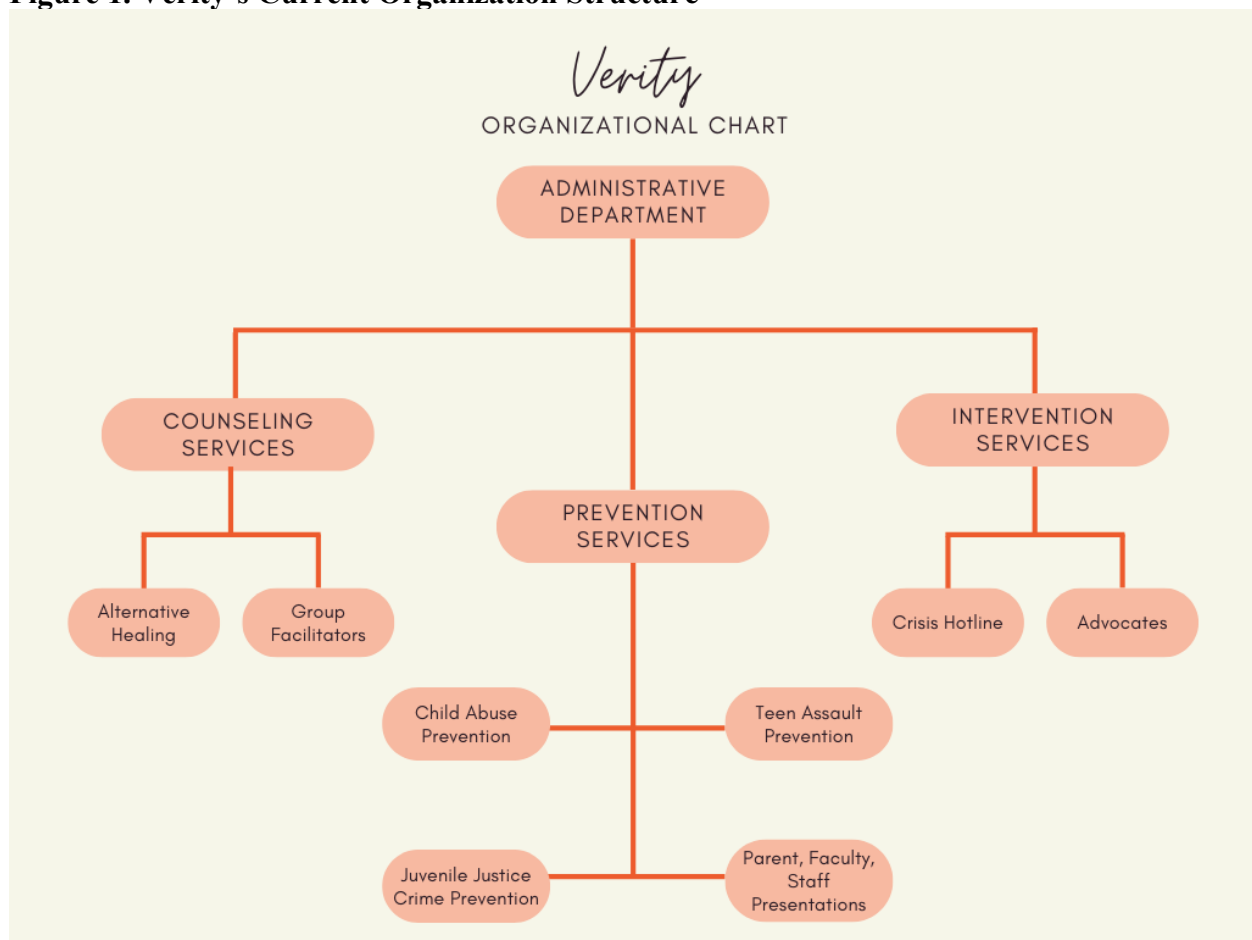


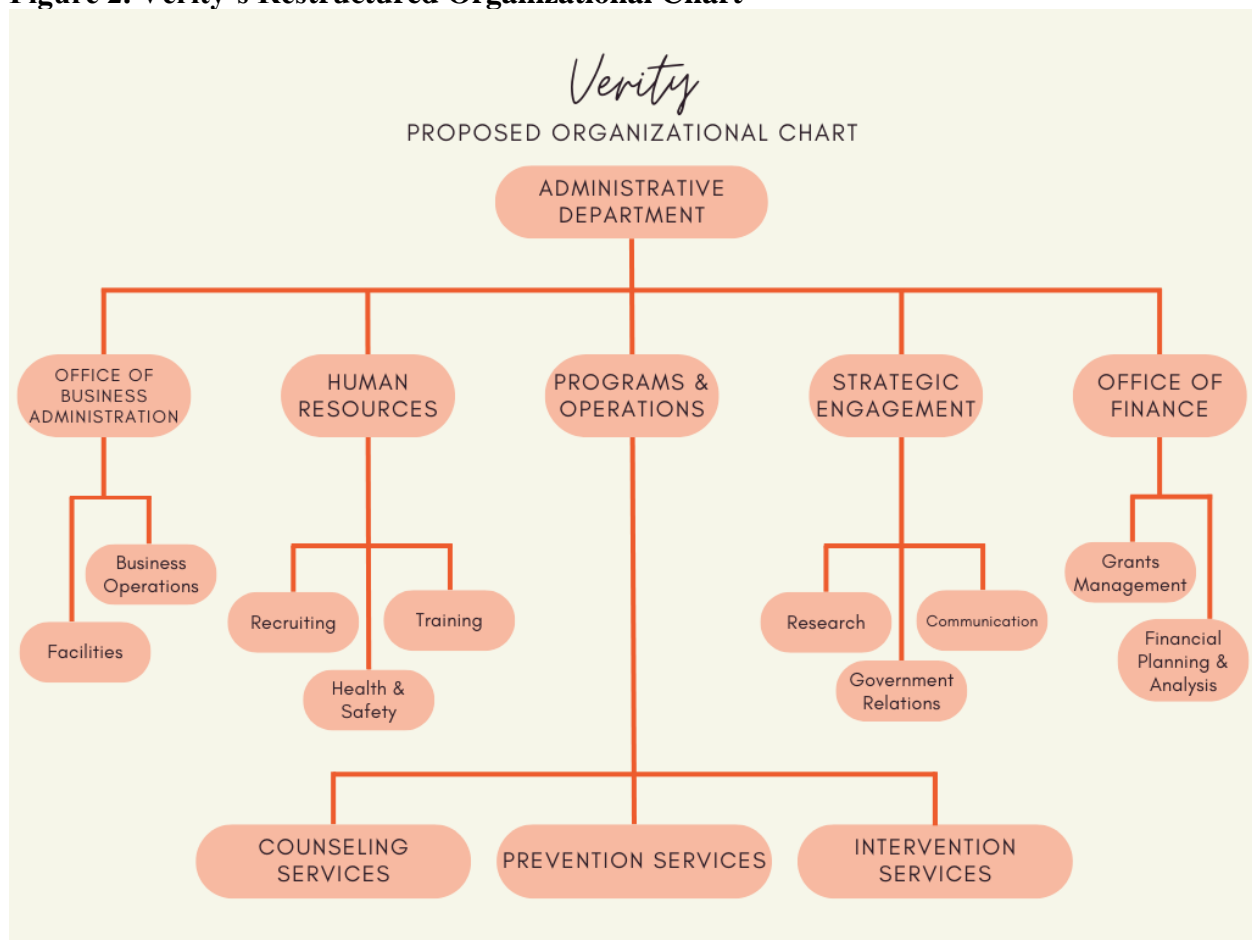
Figure 1 above provides a visual representation of Verity's current organizational structure. As I previously stated, Verity's structure is divided into three main components which represent the diversity of the programs and services they provide. The administrative team includes the executive director, the communications director, and the programs director. Based on the responsibilities associated with each directors' role, I have found that the program director is responsible for a large portion of Verity's operations. Verity's programs and services are what they are most widely recognized for, however, the external factors we have listed will put increased stress on the Programs Director.

The biggest issue I have found under the current organizational structure is the number of responsibilities and tasks the Prevention Services department must perform. The Prevention

Services Department is tasked with developing the organization's community education goals, recruiting volunteers, and providing trainings to staff, volunteers, students, parents, and educators. The Prevention Services department was responsible for executing 8,000 to 9,000 classroom and community prevention workshops between 2019 and 2020. Furthermore, the Prevention Services department has remained consistent in providing over 5,000 prevention workshops annually to Sonoma County youth ages 5 to 19. Any policy requirement or pilot program funding requiring consent education and training programs will immediately surpass the Prevention Services department's current annual education goals and will increase the number of workshops and trainings they provide.

Furthermore, with only three full time employees in the Prevention Services Department, the organization faces severe risk in not remaining sustainable under increased demand. Verity must expand their *team size* to address the increasing size and complexity of their projects to manage them more effectively. Moreover, it is also evident that the Prevention Services Department currently executes organizational procedures, such as training services, which align more with the responsibilities of a Human Resources department. Verity may never scale up without a proper Human Resources department that can oversee hiring and training for future employees and volunteers. Figure 2 below provides a visual representation of key structural changes Verity should implement to make sure the organization remains sustainable and can meet the demands created by our external factors.

**Figure 2. Verity's Restructured Organizational Chart**



The first change Verity should implement during the organization's restructuring is a reassessment and re-allocation of the Prevention Services department and to create a Human resource department. By implementing this specific change, the current Programs director will have a reduced workload that is centered around Verity's programs. Furthermore, the Human Resources department can focus on hiring, training, and ensuring the employee experience represents a healthy and safe workplace culture.

The second change Verity should implement is the creation of a Strategic Engagement Department which will include research, communications, and government relations teams. In the event that the state does pass a policy requirement for all students to receive consent education classes in high school, Verity will need to do more community outreach to distinguish

themselves from other potential programs that may arise in Sonoma County to provide consent education services. The policy change could potentially create a market for a particular service Verity already provides, but because they are not large enough to fully cover, can potentially miss out on critical opportunities for growth and increased funding. The benefits of a dedicated communications team can result in increased visibility, better organizational representation, and increased *customer involvement*. Verity's highest priority is the community and the people who use their services. Focusing on a framework that centers their customers allows Verity to create projects that actively involve the community and make sure they understand the needs and vision of the survivors. Customer involvement is essential to Verity's success as they formulate reliable and authentic relationships with more people in Sonoma County and California.

Moreover, while a communications team is essential to creating that first outreach step, it is also critical for Verity to measure the effectiveness of their programs. Verity, like many other organizations, needs to make sure their programs and services are helping people. Thus, a research team, dedicated to collecting data and keeping record of the organization's programs and service processes will be essential to increasing *transparency*, *eliminating waste*, and their *continuous improvement*.

Even further, while the implementation of communications and research teams highly benefits Verity in their current restructuring and scaling process, the inclusion of a government relations team can help strengthen the organization's political power and involvement. Statutory changes and legislative proposals around domestic violence, mental health, low-income communities, and consent education will affect the communities Verity services, and thus the organization. If Verity is a champion of its communities, then the organization will want to do everything in their power to represent them in bureaucracy. Through a government relations

team, Verity can have higher involvement as an advocate group for survivors, increase their current standing as key stakeholders, and work to create further informed policies that will affect not just the organization, but the state. The strategic engagement department is critical in this aspect, as it focuses on the future growth of the organization.

Keeping with the theme of future growth, I propose a third change to create an office of finance within the organization's structure to manage grants and conduct financial plans and analysis. If the state implements the policy change I have proposed thus far and creates a market for consent education services in the state through legislative mandates, then Verity will need to find funding pathways to keep their organization stable. Verity currently provides services at no cost to survivors and relies heavily on the participation of volunteers. However, if the state were to pass a budget for the explicit use and creation of a pilot program contracting local organizations to provide more consent education programs, then Verity will definitely need a finance department that can process the state funds and allocate them correctly for the program. Verity's status as a nonprofit (501c) organization means they rely on donations to keep their programs operating, but the state can still provide monetary incentives through grants Verity can apply for to create programs. Verity's department of finance in any scenario, will be responsible for producing the organization's financial plan, researching funding pathways, providing fiscal statements, and conducting an annual fiscal review.

By adding a finance department, Verity will implement a framework that allows them to easily *accommodate changes* according to the growth of the organization (i.e., increasing workforce), marketplace changes, or political and legislative changes. Furthermore, it's necessary to note that Verity's finance and strategic engagement departments must coexist in collaboration for the sustainability of the organization. A government relations team will be

necessary to affect policy change which can lead potential state funding, and a research team will be necessary as most pilot programs require data collection to analyze program effectiveness beyond the first three to five years of implementation. Without a government relations team, Verity may not see future external involvement or interest from other organizations or state departments. What is more, without a research team, Verity will not have a way of tracking their program progress and collecting evidence of their program success.

The final change I propose for Verity is the addition of a business administration department to house facilities and business operations teams. Verity has 29 employees as of 2022, and thus can operate from a single headquarter location. However, the external factors I have proposed require the addition of several more staff who will need accommodations of their own. Verity needs to be physically prepared to add more personnel. Moreover, Verity also needs to make sure they create safe environments for their clients and their needs. Verity's Intervention Services Department currently partners with the Redwood Children's Center, a child advocacy center, to address child abuse using current best practices within a child friendly environment. The usage of a facilities team will be beneficial for Verity's partnership with the Redwood Children's Center both to ensure the area is safe and up to date with codes and regulations, but also for future partnerships and location spaces Verity will acquire. All of Verity's programs need physical locations where survivors can feel comfortable and safe. The counseling services department will need small counseling rooms for one-on-one sessions, and larger rooms for group counseling. The Prevention services department will need meeting and conference rooms equipped with technology and materials they require to give education presentations and workshops. The intervention services department needs a space dedicated to the crisis hotline where operators can take phone calls and provide immediate assistance. Moreover, Verity does

not need to require all staff to work in person and can instead implement a hybrid model for many new positions, but they still need to have a large enough location that can accommodate the influx of programs and clients they will service.

By implementing all of these changes, Verity will utilize frameworks that increase customer involvement, transparency, waste elimination, encourage continuous improvement, and accommodate changes to ensure the future sustainability and growth of the organization. Moreover, implementing my proposed changes will allow Verity the opportunity to scale upward, provide more educational programs and services, and address the consent education gap in California.

### **Analyzing Speak About It**

#### **Background and Purpose**

Speak About It, founded in 2010, is a consent education and sexual assault prevention nonprofit that partners with high schools, colleges, and communities. Speak About It uses theater and dialogue to educate and engage students to prevent sexual violence, build healthy relationships, and create positive change in their communities (Speak About It, *Who is speak about it?* 2020). The organizational mission for Speak About It is to “promote awareness of healthy sexual choices, advocate consent, and prevent sexual violence through inclusive performance-based education, discussion facilitation, and provision of resources” (Speak About It, *Who is speak about it?* 2020). Speak About It believes that inclusive consent and sex education is the most important element to harm reduction and violence prevention. Speak About It began with one flagship theater performance and has now expanded beyond the flagship show to include several interactive theater-based workshops for students, adults, and communities. Since 2018, Speak About It has reached over 450,000 students nationwide, performed in over 100 colleges and high schools across 26 states, and performed shows in three different countries



(Speak About It, *Our history* 2020). The touring cast for Speak About It reaches approximately 40,000 new students annually when visiting new cities and schools across the United States (Speak About It, *Our history* 2020).

Table 3 below provides a brief overview of the organizational characteristics and regional reach for Speak About It.

<b>Table 3: Organizational Characteristics of Speak About It</b>	
Organization Headquarters	Portland, Maine
Founded in	2010
Full-time employees	3
Educators (cast members)	25 (5 touring casts)
Board of Directors Members	8
New viewers added annually	approximately 40,000
<b>Program types</b>	<b>4</b>
Number of college programs	8
Number of High school student programs	6
Digital Programs	3
Number of training and adult workshops	4
Flagship Show	1
<b>Geographical Reach</b>	
States	26
Countries	3
<b>Schools performed</b>	
High Schools	45
Colleges & Universities	86
<b>Donors &amp; Sponsors</b>	
Community Partners	35
National Partners	1
Individuals	45
Foundations	9
Time & Talent Donors	21

## Structure

Currently, Speak About It utilizes a flexible hierarchical structure that focuses on top-down communication between the executive director and other departments. Speak About It began as a theater show in Bowdoin College and was comprised of a collection of student stories and experiences on sex, consent, and sexual assault (Speak About It, *Our history* 2020). The cast of eight wrote their own script and performed the show to the peers on campus. The original show the cast produced became the Flagship Show, which is still being performed today. The difference from 2010 to 2022, though, is that Speak About It has grown to include five touring casts, a total of 25 educators or cast members, who travel to different high schools or colleges to perform the flagship show (Speak About It, *Our history* 2020). While the Speak About It has grown in size to include more employees, it still functions like the original club that founded the organization.

Speak About It has an Executive Director who reports to the Board of Directors separate to the organization (Speak About It, *Our team* 2020). However, the Executive Director oversees the Marketing & Development Team, the Programs Director, the Creative Director, the Production Director, and the Educators, also referenced as Touring Cast Members (Speak About It, *Our team* 2020). Speak About It, in its own way has implemented a loose structure that focuses on inter-team collaboration to customize the programs and workshops they provide to their clients. Moreover, the focus on inter-team collaboration allows Speak About It to remain at the forefront of relevant issues and trends to meet their organizational mission to be inclusive and representative of the students and communities for whom they perform (Speak About It, *Who is speak about it?* 2020).

## **Applying Themes**

### ***What were the drivers that caused Speak About It to scale up?***

Speak About It experienced nationwide success between 2010 and 2014 because of various external political factors that created an environment for more people to openly discuss themes of sex, consent, and sexual assault in public. The Obama administration released the Dear Colleague letters between 2011 and 2014, and completely changed the way in which higher education handles sexual assault cases and specified in fine detail how colleges should respond to reports of rape and assault (Wilson, 2020). As a result, many higher education schools looking to provide consent education services for their students reached out to Speak About It and the organization added a second touring cast. However, the need for discussions on sexual assault and consent remained, and between 2014 and 2018, Speak About It grew to include five touring casts and two more full-time employees. At the same time, more external factors involving high profile sexual assault cases in private high schools created a market demand for Speak About It to expand and provide their program services to high schools States (Speak About It, *Our history* 2020). Speak About It reached over 400,000 students by the end of 2018 because of the demand both external factors created for the organization. In 2018, the original founder of the organization stepped down, and a new executive director was appointed to help Speak About It grow into the next phase of their development.

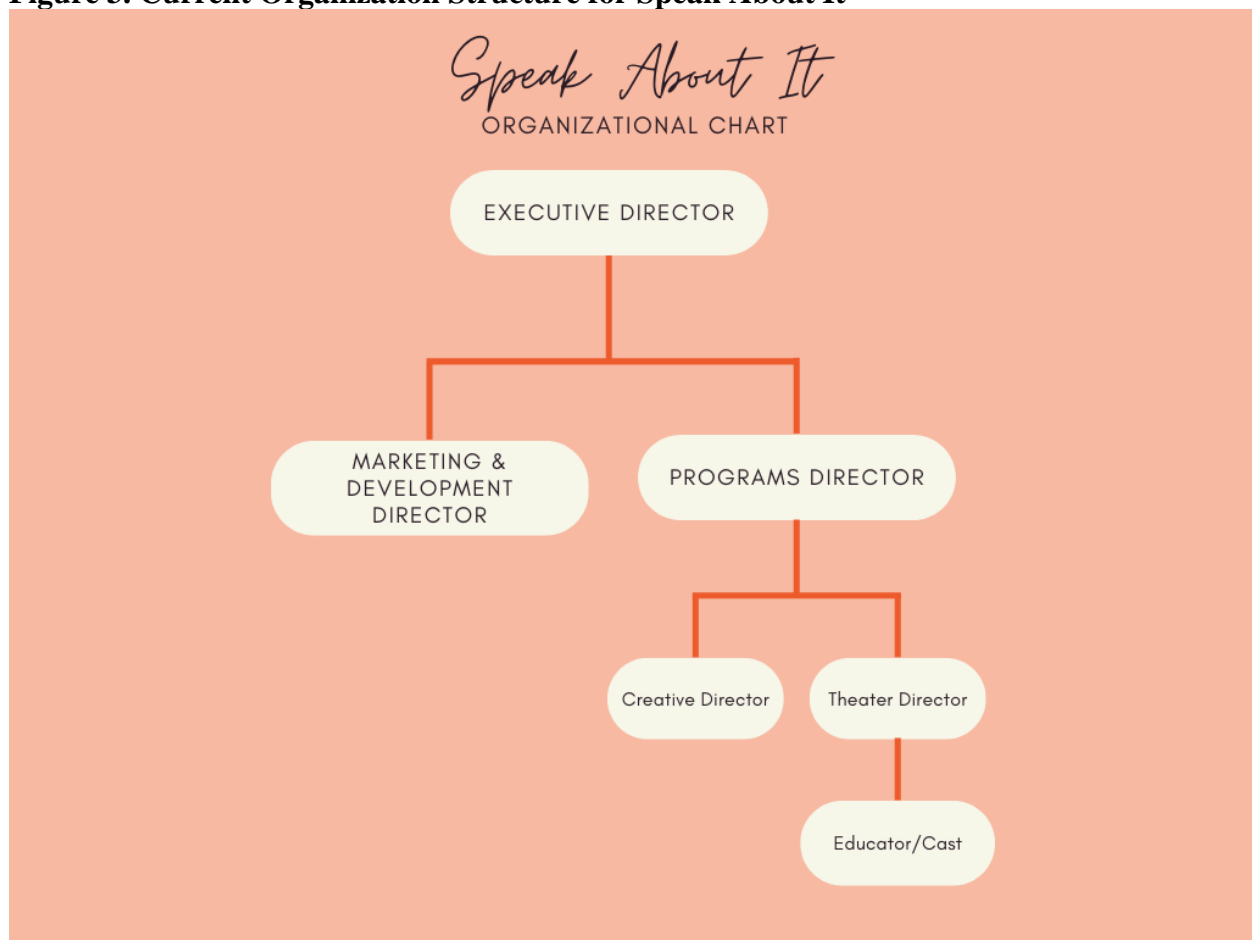
However, while the increased demand has resulted in a lot of success and recognition for Speak About It, it is possible the organization has grown too quickly and not allowed enough time to strategically organize their scaling structure. The change in leadership from the original founder to a new executive director may be an indicator of the rapid growth and inability to maintain the organization's structure. Speak About It is continuously growing, approximately

40,000 new students, teachers, and faculty view the Flagship Show or participate in an education workshop annually. Since 2015 alone, the organization has expanded to include three more program types consisting of eight new college programs, six new high school programs, and four new adult training workshops. Furthermore, the COVID-19 Pandemic did not stop Speak About It from providing programs and allowed them to add three new digital, or online, programs. It is evident there is an increasing need for consent and sexual assault to take a forefront place in common discussion and Speak About It is a nation-wide organization that keeps seeing positive growth and expansion because of their mission to “speak about it.”

### ***Applying Frameworks***

In this section, I provide a practical application of key frameworks I have previously discussed to analyze and strategize the potential restructuring methods Speak About It may utilize to scale their organization out. Furthermore, in order for this section to function, we must assume the following scenario is an external factor incentivizing Speak About It to scale outward and restructure their organization. Speak About It has experienced rapid growth up until this point in their journey due to the political environment surrounding sexual assault and movements like #MeToo. However, the political climate has not shown signs of a decreasing need for discussions on sexual assault or consent. In fact, it is possible the need has increased only more. As a result, Speak About It will continue to see increased opportunities, mainly through funding, for their programs and services across the nation. Figure 3 below provides a visual overview of the organizational structure and hierarchy for Speak About It.

**Figure 3. Current Organization Structure for Speak About It**



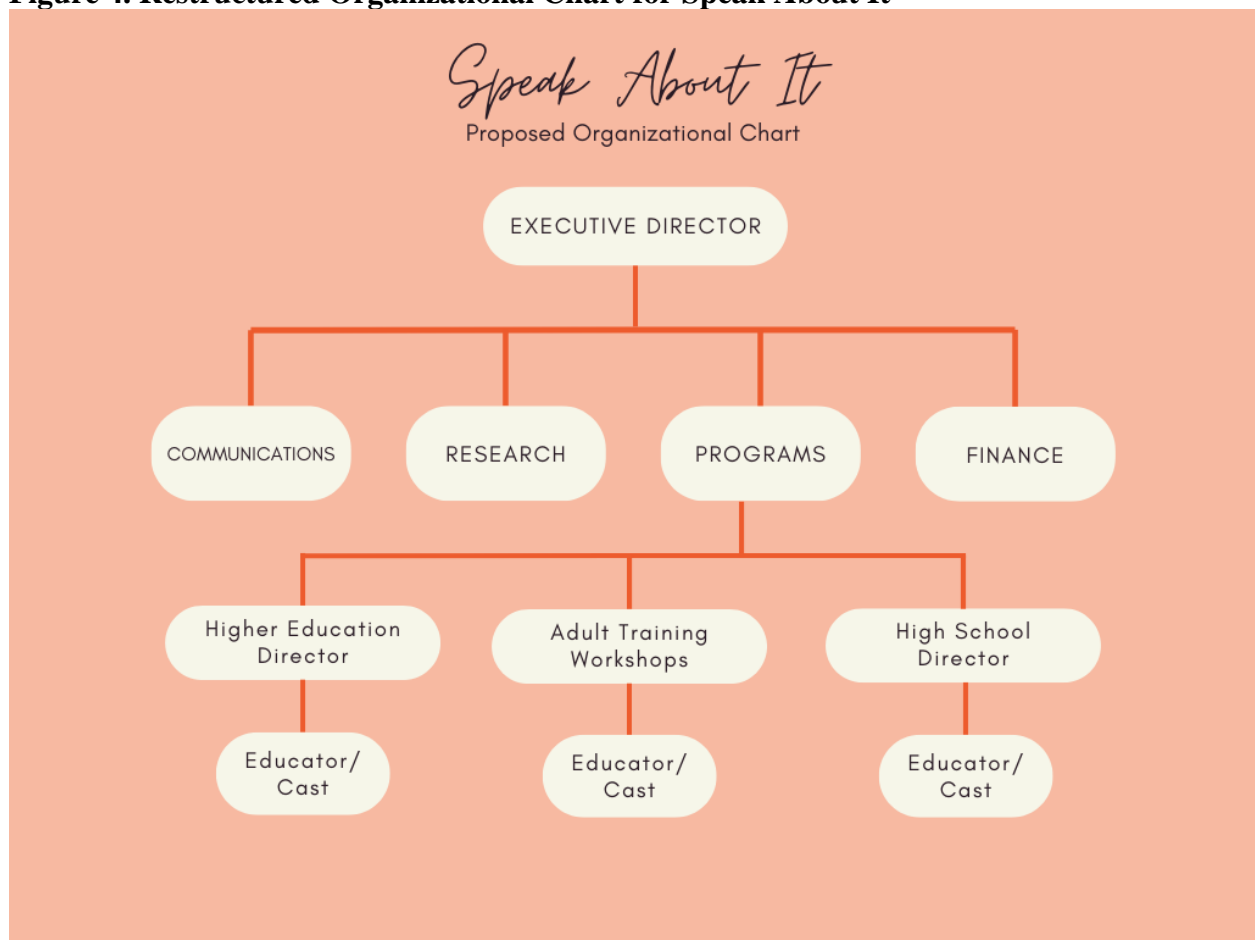
As we can see from figure 3 above, the structure of Speak About It, without the assistance of an external executive board, consists of two departments. The Marketing and Development Director oversees the research, marketing, and communication aspects of the organization. Meanwhile, the Programs Director oversees the creative aspects of the shows and the touring casts. Speak About It has a very simple organizational structure that focuses on the delivery of the shows and program, but it may be too simple to handle the more complex projects or opportunities it may be presented with in the future.

There are several issues I have found with the organizational structure of Speak About It, the main one being that they lean program heavy and miss critical components of a self-sufficient organization. Speak About It has nation-wide recognition and receives numerous

grants and donations from over 110 sponsors, some of which include a national sponsor, nine different foundations, and about 35 businesses (Speak About It, *Champions of consent* 2020). Furthermore, the organization also receives financial incentive from their program charge and surcharges. Who handles the financial components of the organization? The answer, according to the organizational chart, is unknown.

Another organizational issue is the lack of development in the Marketing and Development team. During its increased expansion, Speak About It focused heavily on the programs they offered, adding several program types for high school and college students, as well as adults, teachers, and faculty. Additionally, the organization also added an online form of delivery and viewing. The expansions in the organization's programs, however, are not as apparent in the marketing and development team. Not having a well-developed marketing and development team is an issue for any organization because it may cause long term challenges when identifying audience needs, maintaining consumer communication, and showcasing program effectiveness to address client needs (Stanton, 2022). Figure 4 below provides a visual representation of key structural changes Speak About It should implement to make sure the organization remains sustainable and able to adjust to future demands created by external factors.

**Figure 4. Restructured Organizational Chart for Speak About It**



In the scenario that Speak About It receives state funding or grants to provide their programs in California, and more specifically they receive a grant to create a specific tour of just California high schools, the organization will need to address the issues I highlighted above and implement new changes to the organization. The first change Speak About It would need to implement is the restructuring of the Marketing and Development Director's role. Currently the Marketing and Development Director is responsible for the duties of a communications and research team. For example, the Marketing and Development Director will organize the media outreach, coordinate the marketing strategies to advertise and promote the programs for the organization, research the cities or communities the organization is paid to perform in, and work with the Creative and Theater Directors to customize workshops and performances for their

customers. Additionally, the Marketing and Development Director is the first point of contact, besides the Executive Director, for information on the organization and its programs. The Marketing and Development Director is a singular role that takes on the duties of two separate teams as one person. Separating, and even renaming the Marketing and Development Director's role to a Communications and Research Teams will help Speak About It increase their *coverage*, *control level*, and *flexibility*. Moreover, by implementing this specific change, the communications team will be able to focus more on the "marketing" aspects of the organization, like sales and media outreach. While the research team can focus on the "development" aspects of the organization like data collection on performances and researching the communities the casts perform in to customize programs. The implementation of this change will be extremely beneficial, especially in the event that Speak About It does create a California High Schools only tour for their programs as they will need to identify which high schools to perform in and what their surrounding communities are like.

The second change Speak About It should consider implementing is inclusion of three new directors to distinguish high school programs, college program, and adult training workshop curriculums. Although many of the programs the organization provides for both high school and college students revolve around similar topics, the curriculum and manner in which the subject is handle can vary depending on age level and maturity. College students are usually above the age of 18 and are considered legal adults, but high schoolers may still need parent signatures to view certain subject material in schools. Creating the separation between program types and creating smaller teams will decrease *technical complexity* by creating more fluidity and *ease of use* for the client to understand the organization's process and structure. Moreover, implementing this



change will also increase *team size* for the organization as they add on more directors to oversee specific programs, and potentially add more educators or touring casts to perform more shows.

The third, and final, change Speak About It needs to implement to remain functional and sustainable is the addition of a Finance Director or team. As I mentioned previously, it is not entirely apparent who in the organization manages funding. However, the organization receives large amounts funding to keep touring every year and they provide additional shows for schools or communities who are willing to pay program and travel prices. In 2018, Speak About It received grants from the Bob Crewe Foundation, the Maine Women's Fund, and Shared Nation to provide free programs and performances for high schools in Maine. If the same opportunity were to occur again from a group of foundations in California, or the state itself, then it will be even more necessary for the organization to have a director who can handle the organization's finances and improve *transparency*. The cost for Speak About it to perform their Flagship Show at present is \$2,500, not including travel expenses for a cast of five people. Currently, Speak About It only performs in two colleges in California, Stanford University and California State University, Dominguez Hills. California high schools with smaller annual budgets may find more difficulty in allocating funds for programs and services such as the ones Speak About It provides in addition to the multitude of current programs schools provide. Therefore, state funding or grants are critical if we want to create incentives for high schools and Speak About It to collaborate and expand services to California.

By implementing all of these changes, Speak About It will utilize frameworks that increase *coverage, control level, flexibility, team size, transparency, and decrease technical complexity* to ensure the organization remains sustainable and able to adjust to future demands created by external factors. Moreso, implementing my proposed changes will allow Speak About

It the opportunity to continue scaling upward while fulfilling their mission to normalize discussions of sex, consent, and sexual assault.

## **Conclusion**

This paper aims to analyze the organizational purpose and structures of two nonprofit organizations, Verity and Speak About It, and provide examples of how organizational structures can be implemented to help and fill our state's current consent education and training gap. I began this paper with an overview detailing organizational structure and various scaling concepts to provide background on frameworks and drivers used in both analyses. Then, when conducting my analyses of Verity and Speak About It, I detailed which specific drivers caused either organization to scale upward, and which structural changes and frameworks either organization should implement to remain successfully sustainable. Now, as I conclude, I will provide two policy recommendations the state can implement to strengthen the policy priorities outlined by the California Healthy Youth Act.

## **Policy Recommendations That Support Needed Organizational Changes**

As I mentioned in the introduction, the California Healthy Youth Act aims to ensure pupils receive integrated, comprehensive, accurate, and unbiased sexual health and HIV prevention instruction to provide them with the knowledge and skills necessary to have healthy, positive, and safe relationships and behaviors. The problem, however, is that students are not receiving an education that begins with a clear understanding of consent. Fortunately, there are California based organizations like Verity, and nation-wide organizations like Speak About It, who already offer consent education programs to schools who seek out their services. As a result, I propose the following to recommendations to fill the consent education gap in California.

My first recommendation consists of a policy change, written into California Healthy Youth Act, requiring state schools to include consent education in their health and sex education curriculums. The reason I propose this as a solution to close the consent education gap is because it would create an external factor for schools and organizations like those proposed in this paper, to collaborate and provide services for students. Verity and Speak About It already provide training services to high school students and teachers who want to know more about consent and how to handle sexual assault and abuse scenarios. In the case of Verity, as Sonoma County's sole rape crisis center, educators and community members have the ability to reach out and request education presentations or refer clients. Therefore, if there were to be a policy that created a requirement for schools to include consent education services in their curriculum, then it would lead Sonoma Valley Unified School District to outsource and collaborate with Verity to provide training for their educators or provide direct in class services to their students.

The second policy recommendation I suggest is for the state of California to allocate a proposed budget for a pilot program that will leverage the existent partnerships and incentivize organizations to come to California. Speak About It and Verity both charge for the services they provide and accept donations from sponsors. Speak About It will charge their clients a flat rate to fly out and perform their program at a school or conduct a workshop session. However, Speak About It has a history of accepting foundation or state grants that allow them to tour in a specific county or state without charging the school. Furthermore, it is possible for the state utilize more avenues for funding that do not directly involve a state budget carve out. For example, the state could leverage Proposition 63 (Mental health Services Act) funding as a way to address a broad continuum of prevention and early intervention services (Los Angeles County Department of Mental Health, 2019). In the case for Verity, the organization provides intervention and

prevention services for survivors of sexual assault which makes them a candidate to receive funding from Proposition 63.

## **Conclusion**

CHYA aims to prepare students with the knowledge and skills necessary to have healthy, positive, and safe relationships and behaviors. But the law and our school curriculums fail to include the fundamentals of body autonomy and consent, and thus leave students to turn to other information sources to fill in educational gaps. Fortunately, organizations like Verity and Speak About It exist to educate people about consent and promote awareness of sexual assault and trauma. We need to back up legislative requirements for consent education with the organizational changes necessary to provide such services. Furthermore, we can learn what changes may be necessary by analyzing the organizational dynamics of major providers and their relevant services. The analyses I conduct on Verity and Speak About It show what needs to be done and how we can use organizational theory to scale organizations to help us reach the next level of state demands. Most importantly, I hope this paper provides the reader guidance on what is needed for providers and state policy leaders to close the consent education gap.

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