

The Center for the
Study &
Prevention of
Gender-Based
Violence





Who we are.....

Angela Seguin



Angie Hattery



Institutional Betrayal occurs when trusted and powerful institutions act or fail to take action in *ways that harm* those who are dependent upon them for safety and wellbeing. (Freyd and Smith, 2014)

Can manifest as:

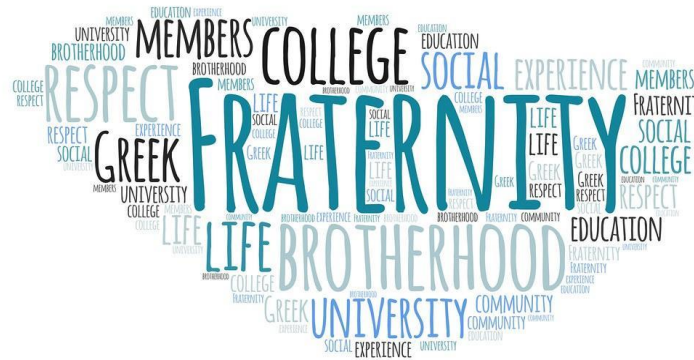
- Failure to prevent abuse
- Normalizing abusive contexts
- Difficult reporting procedures & inadequate responses
- Supporting cover-ups and misinformation
- Punishing victims & whistleblowers



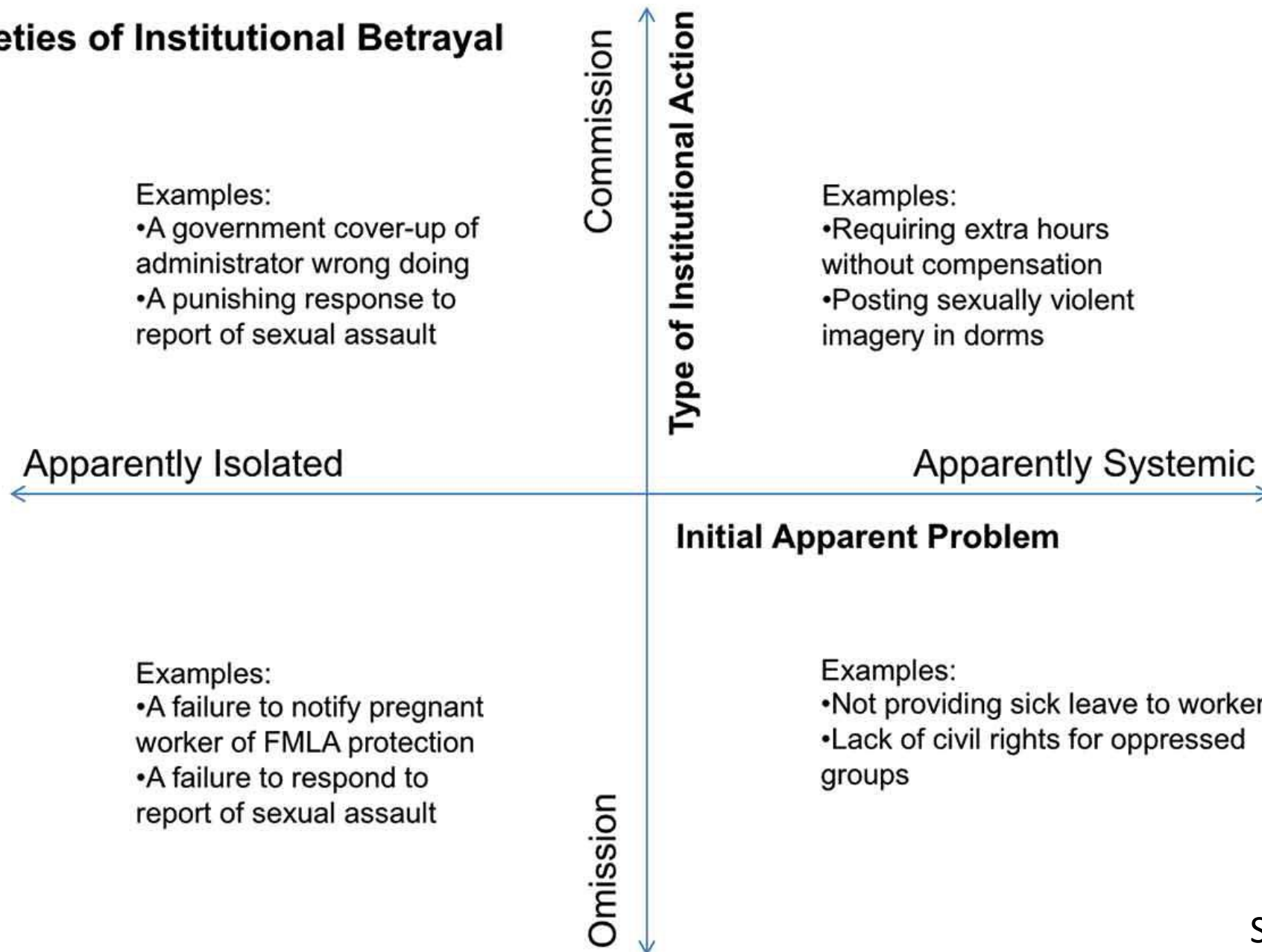
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Institutional Structures that Lead to Institutional Betrayal



Varieties of Institutional Betrayal



Smidt & Freyd, 2018

Victim reports abuse.

Institution responds with **DARVO**:

Deny - denies that the harm took place

Attack - attacks victim's credibility & gaslights them

Reverse Victim & Offender - treats offender as the "real victim" and treats victim as the one behaving badly & trying to ruin offender's life

Freyd, 1997

Loving an institution is like loving a pet snake...



**“I used to say I was attacked by my
classmate, but raped by my college”**

Report released March 2021

<https://www.knowyourix.org/thecostofreporting/> - Nesbitt & Carson, 2021

39 percent of survivors surveyed were forced to take a leave of absence from school, transfer to a new school, or drop out of school altogether.



35 percent of survivors surveyed reported that their schools explicitly encouraged them to take time off.

But it also happens in the military....

- *“...in 2006, Janis Karpinski, the former commander of Abu Ghraib prison, testified before the International Commission of Inquiry for Crimes Against Humanity, investigating the Bush Administration. Karpinski stated that the true cause of death for some female soldiers who served in Iraq had been covered up. She testified that the **women had indeed died of dehydration**, as the military had reported. However, she charged that the military failed to disclose that **women were dying of dehydration because they would not drink liquids late in the day. They avoided liquids due to their fear of being assaulted when they used outdoor bathrooms in the middle of the night.** It seems evident that a state has failed to protect its citizens when simple acts, such as urinating during convoy or going to the latrine, become markers of bravery”*

Litigation Abuse in IPV cases paralleled in TIX cases

10 percent of survivors who completed the survey reported experiencing retaliatory cross-filing

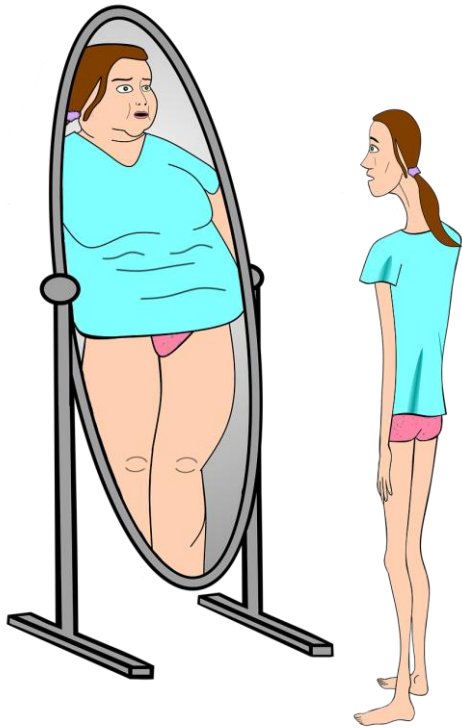


Half of survivors who faced retaliatory cross-filing took a leave of absence or transferred schools

Institutional Betrayal in the Military

“The Human Rights Watch report on retaliation, found that **62%** of victims who reported a sexual assault experienced retaliation. In other words, victims who report a sexual assault are **12 times more likely** to experience retaliation than the offender is to be punished.”

Loss...



Costs & Losses

For the Victim

- Losses
- Disconnect from the institution
- Short & long term physical health & mental health impacts
- Anxiety, PTSD, Depression, higher rates of attempted suicide
- Financial, Education, Income, Faith, trust in the world as a safe place...
- *BETRAYAL TRAUMA*

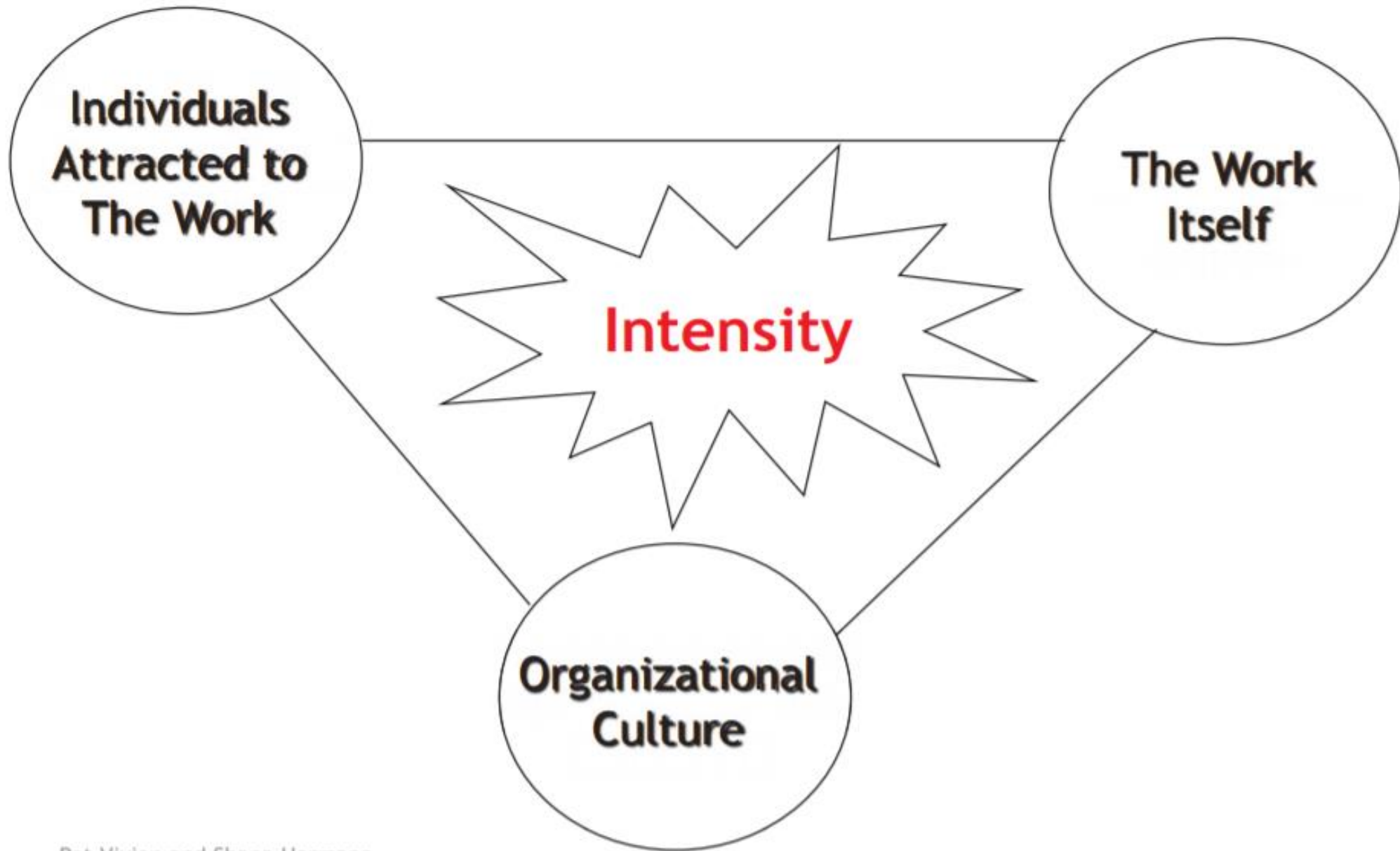
For the institution

- Disengagement
- Illness, absenteeism, staff turnover
- Loss of potential workforce, talent
- Internal rot, corruption, collapse
- Unhealthy/toxic environment
- *ORGANIZATIONAL TRAUMA*

Types of Organizational Trauma

- Single Devastating Event
- Ongoing Wounding
- Cumulative Trauma





Pat Vivian and Shana Hormann
2014

Dynamics of a Traumatized System

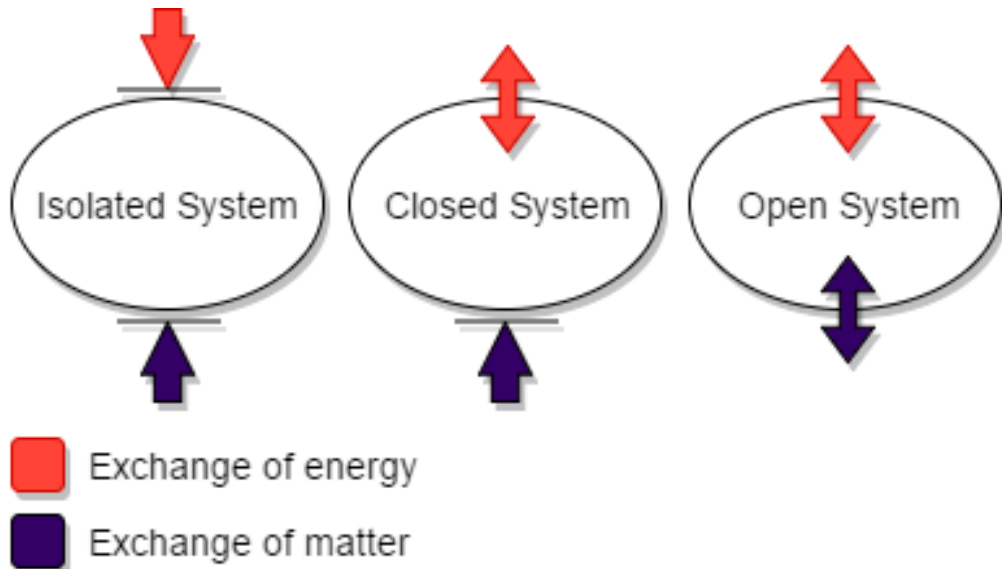
- Closed boundaries between organization & external environment
- Centrality of insider relationships
- Stress & Anxiety are contagious
- Identity Erosion of the Organization
- Depression expressed through fear & anger
- Despair & loss of hope

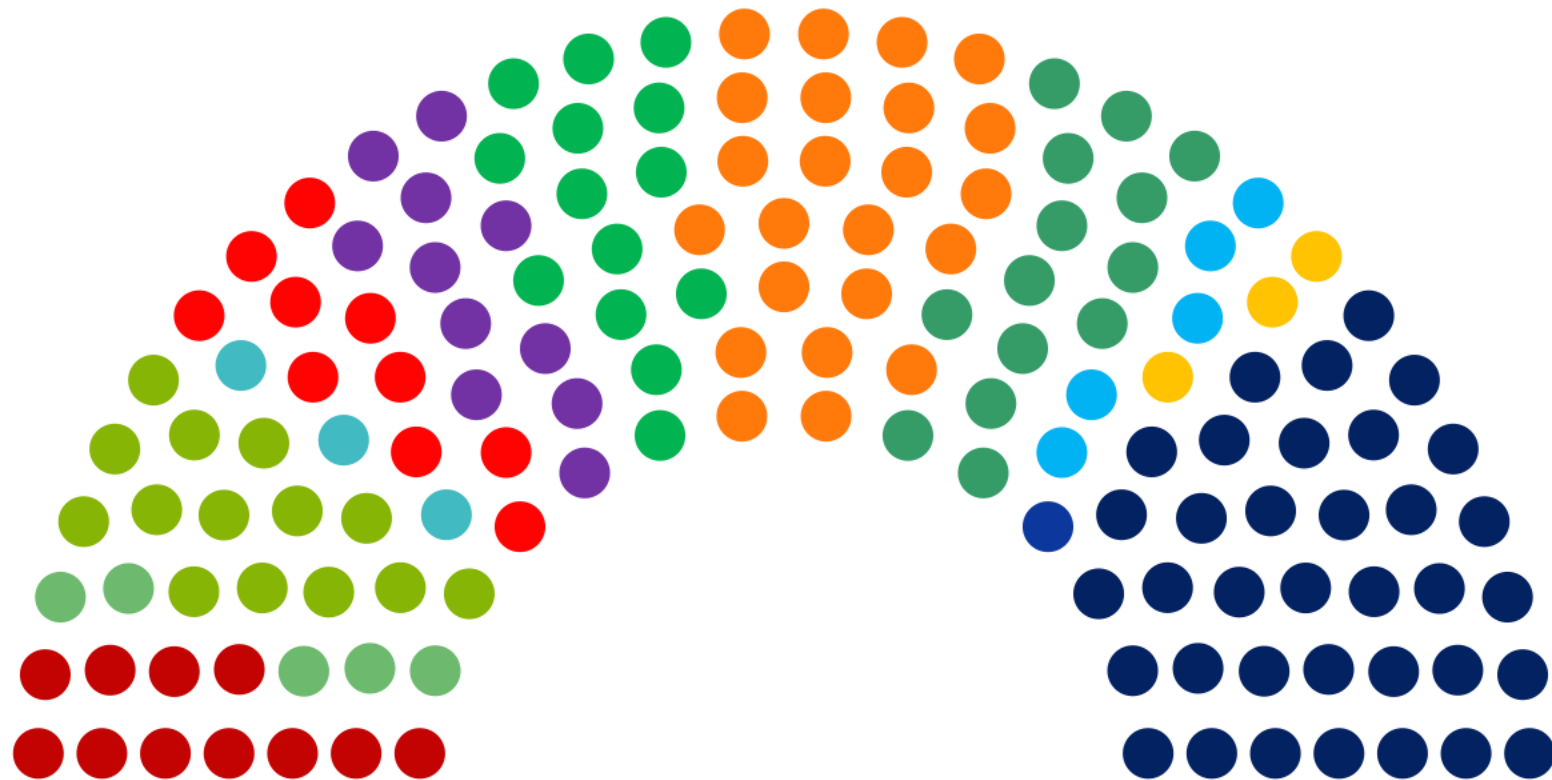
Vivian & Hormann, 2014

I arrived at “college” like so many other young people: eager to set out on my own and ready to get a good education...My years at “college” were not what I imagined they would be. I spent weeks preparing for the hearing and then years learning/educating about sexual assault. I worked to help get the college up to speed on best practices. **I now know that I repeated much of the work students had done just a few years before as there were no official records of their efforts.** Like other survivors, I got away from campus, taking a year away, so that I could return and get a fresh start with a new class. I graduated on time.---Classmate of the author

<https://www.youtube.com/watch?v=RI3ieSPDgyo&feature=youtu.be> (6:48)

Institutional Structures

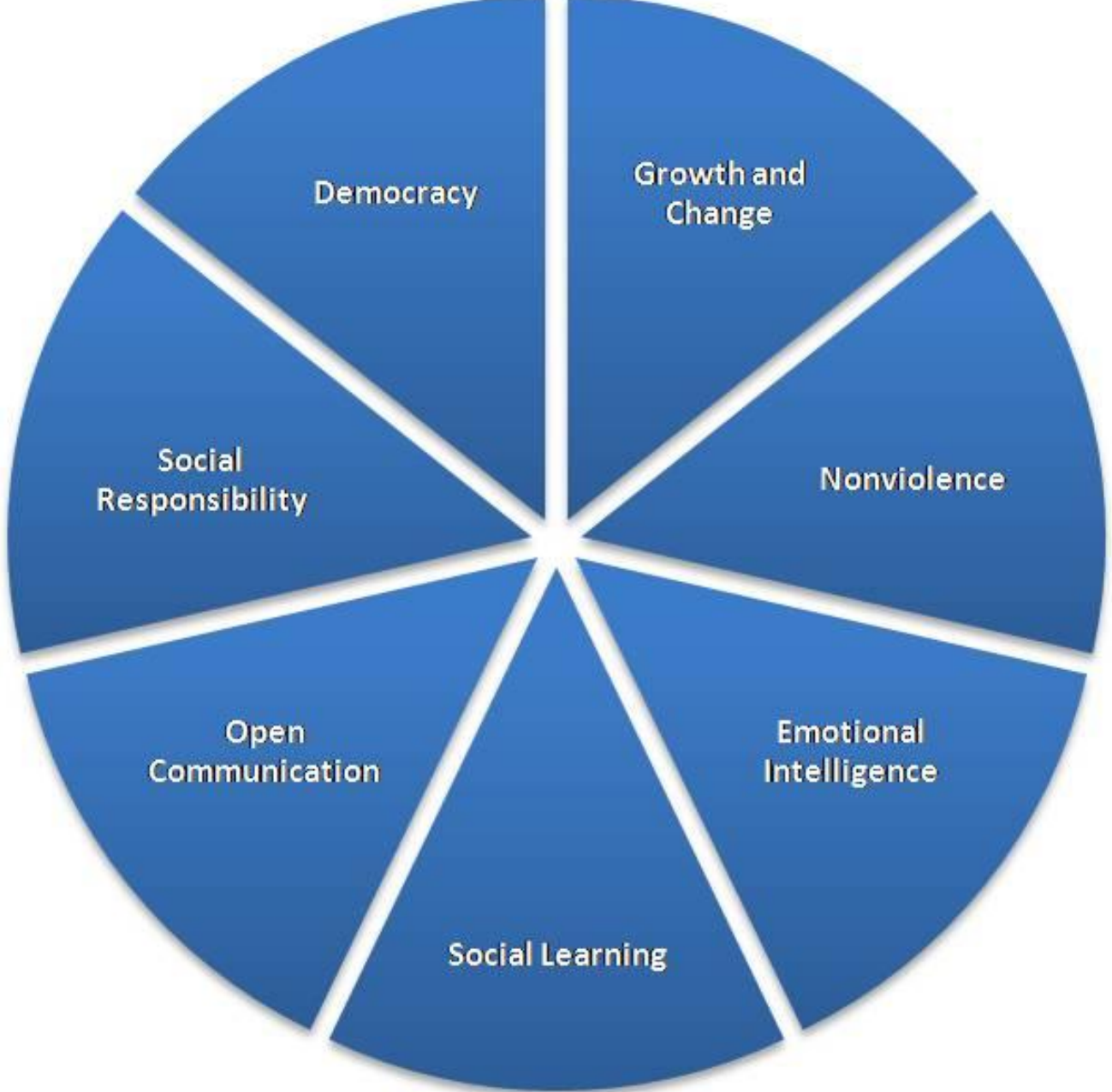




Organizational Change is driven by ACTION



The 7 Sanctuary Commitments



Bloom, 2013

Institutional Courage

- Truth-seeking
- Moral action (in spite of risk)
- Protect & care for constituents
- Orientation to the common good
- Transformation to equity, accountability & health

What would this look like?

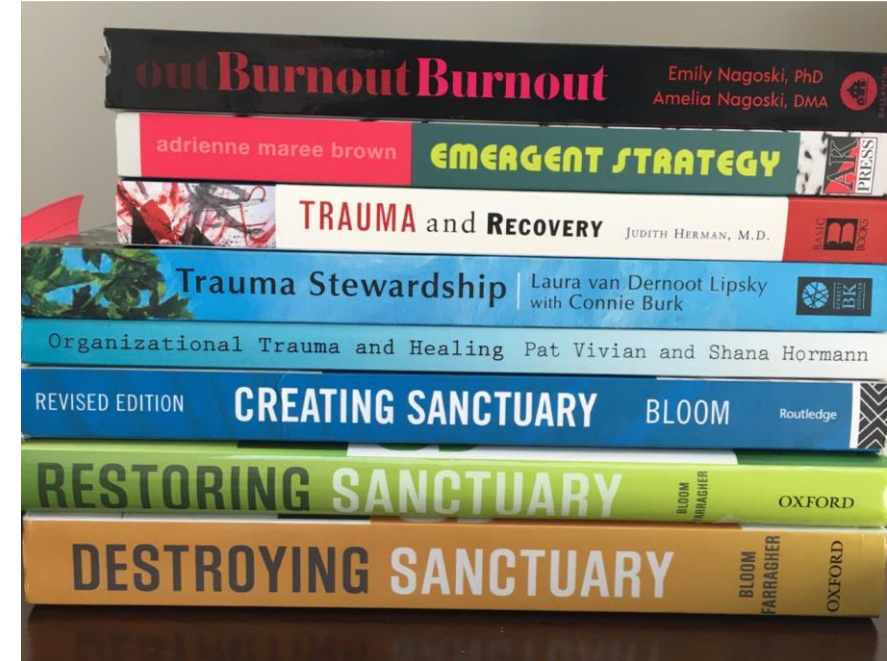
Freyd's 10 Steps to Institutional Courage

1. Comply w/laws but go beyond mere compliance (beware risk management mindset)
2. Educate the institutional community
3. Respond to victim disclosures with trauma-informed reporting policies
4. Bear witness, be accountable, apologize
5. Cherish the truth-tellers & whistle-blowers – hold them up, thank them
6. Conduct scientifically-sound anonymous surveys within the institution
7. Regularly engage in self-study
8. Be transparent about data and policy
9. Use the organization to address the societal problem
10. Commit ongoing resources to the 9 items above

Freyd, 2020

Resources

- Organizational Trauma and Healing by Pat Vivian & Shana Hormann
- The Sanctuary Model (Sandra Bloom) – books and websites: [Sanctuary Institute](#) and [Creating Presence](#)
- [Institutional Betrayal Research Website](#) by Jennifer J. Freyd
- [Center for Institutional Courage](#) by J. Freyd
- Trauma and Recovery by Judith Herman
- [Emergent Spaces](#) and book Emergent Strategies by adrienne maree brown
- Office for Victims of Crime's [Vicarious Trauma Toolkit](#)
- [VT-ORG](#) Vicarious Trauma organizational assessment tool



<https://www.wgs.udel.edu/gbv>



Quick Links 

ARTS & SCIENCES
WOMEN & GENDER STUDIES

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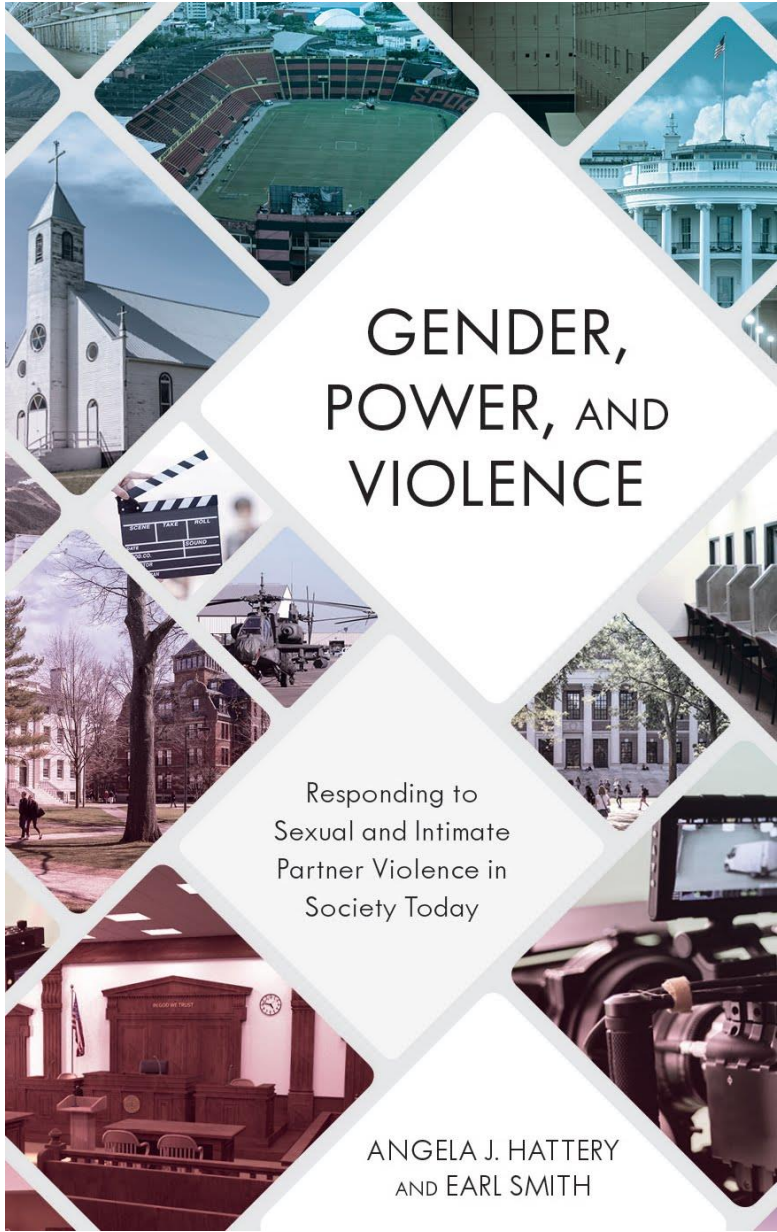
**INVESTIGATE,
PREVENT,
COLLABORATE**

Become a member!

- Core Members - have an appointment at UD as faculty or staff & must be nominated by a Core Member
- Affiliated Members - have appointment at UD & must be nominated by a Core Member
- Associated Members - external academic appointment (not UD)
- Associated Practitioners - professionals in the field
- Associated Graduate Members - graduate students

Learn more, indicate interest &/or apply at:

<https://www.wgs.udel.edu/gbv/about/people>



GENDER, POWER, AND VIOLENCE

Responding to
Sexual and Intimate
Partner Violence in
Society Today

ANGELA J. HATTERY
AND EARL SMITH

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