



**William K. Rawson '71; P'08**  
*Principal*

July 8, 2019

Dear Members of PATH,

Thank you for your patience as we completed the school year with our students. We can now devote adequate attention in responding to your letter of May 14.

We stand by our commitments to survivors stated in our prior correspondence, and will continue our work to improve the culture of our community and our responses to misconduct. We are encouraged that a number of alumni who have been harmed have taken advantage of the counseling support made available by the Academy (through our [website](#)). We hope to continue our work in circle, which we have found to be meaningful and valuable. We have approached each of the circles with the knowledge that we would face disagreements, but with a hope that our work together would promote reconciliation and healing, and also help us to grow in our understanding of the impacts of sexual misconduct. We are moved by survivors' voices and remain grateful for those who have been willing to share with us.

We also stand by our commitment to mediation of claims. Last August, working in collaboration with survivors, including members of PATH, we finalized a document that outlines a process for mediation of claims. This document has been reviewed by an attorney working with some survivors, as well as our general counsel. Mediation is a legal process, and so the document inevitably has a legal tone; but our intention remains to provide survivors a potential path to resolution that avoids having to relive the experience through the court system. As some of you know, we recently used the process described in the document to mediate and resolve a claim.

The mediation document states: "No claim will be rejected from this process simply because the statute of limitations has run." We will attempt to mediate claims that are time-barred, and we have done so on multiple occasions over the past several years. Our aim in each mediation is to arrive at an agreement that is fair and reasonable. We understand that parties may disagree about what that means. Even a non-adversarial mediation can become or be experienced as contentious, but we remain committed to the mediation process and hope it will serve its intended purposes. We will post the mediation document alongside the counseling policy noted above.

For the reasons presented in our prior correspondence, we do not believe it would be appropriate to repeat the investigations of past sexual misconduct. Your letter invites further dialogue pertaining to the Holland & Knight report, and we certainly welcome such dialogue.

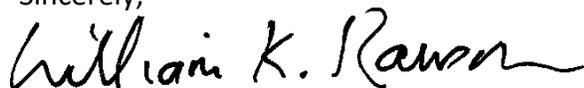
Your letter states the Academy still has not completed work on a “plan to address accountability for sexual misconduct involving adult employees.” Based on discussions we have had in circle, we believe you are referring to a process whereby the Academy might hold past administrators responsible for not responding to cases of sexual misconduct properly, for example, failing to timely report to authorities. We accept this as a fair criticism; we have not moved as quickly as we had hoped to complete this important work.

We have purposefully taken a principled and deliberate approach to this review of past actions. As we have previously stated, we believe it is appropriate to distinguish between situations where the fault, if any, lies primarily with the individual, and where the fault lies at an institutional level because of a failure to have clear policies and protocols or a failure to provide proper guidance or training. We have also noted that we do not ordinarily share publicly individual employee disciplinary decisions, and so cannot commit to transparency at that level. Those disciplinary decisions, when appropriate, must be determined in light of an employee’s entire performance, including past handling of any other incidents of sexual misconduct. We are working hard to complete our process of reviewing administrator actions in response to past cases. We expect to complete the work this summer, and when we do, we will report back to you with a further description of our work.

We remain committed to supporting survivors of sexual misconduct. We have approached our work with you in the utmost good faith, and we commit to continuing to do so.

We welcome an opportunity to continue the dialogue in person or by video conference call.

Sincerely,

A handwritten signature in black ink that reads "William K. Rawson". The signature is written in a cursive, flowing style.

William K. Rawson '71; P'08  
Principal