

EXHIBIT A

Message

From: Garland, David E. [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=92944A78DABD45B78483D8F170A79EFE-DAVID_GARLA]
Sent: 6/4/2016 3:34:14 PM
To: Jackson, Kevin P. [kevin_p_jackson@baylor.edu]
Subject: RE: Survivor Rally

Great. Let's do it. Appreciate all your wisdom.

David

-----Original Message-----

From: Jackson, Kevin P.
 Sent: Saturday, June 4, 2016 12:45 PM
 To: Garland, David E.
 Subject: Re: Survivor Rally

David,
 Thank you for the encouraging words from Romans and insight into the healing process. I would cherish the opportunity to report directly to you for a number of reasons--the primary one being I believe it would best serve our students and ultimately our university.
 Best, Kevin

Sent from my iPhone

> On Jun 4, 2016, at 9:43 AM, Garland, David E. <David_Garland@baylor.edu> wrote:
 >
 > Okay. Thanks for your thoughtful response. I am familiar with survivor networks supporting one another. The question of equitability is key, so I think it best not to do this lest we have a constant stream of meetings. I would only do so, then, at their specific request. To be honest, it would not heal. That takes a miraculous intervention from God and the scars on the soul will always be there.
 >
 > I am quite at peace over this and have been through a lot worse.
 >
 > As I drove back yesterday from the Big 12 meetings I listened to ESPN rake the president over the coals, in my view, justifiably, for his blatantly obvious self-serving attempt to protect himself and his reputation. I then listened to Fresh Air on NPR and the interview with the author of the confessional "Blackout," which added another perspective for me of what is going on in the heads of some women who may seem willingly to make themselves victims. It makes writing a commentary on Romans, as I am currently doing, seem most relevant. It provides empirical evidence for what Paul says about humanity under Sin as an enslaving Power in Rom 1:18-3:31 and 5:1-7:25 and his argument that the Christian faith, outlined in chap. 8, is the only answer to the cry in 7:24. But, frankly, that is another book. It occurred to me as I am writing this that Romans is outlined in much the same way as the Ppper Hamilton report: Findings of Fact (what happened"), why? (what went wrong?), and steps that must be taken to remedy the situation. The difference is that God is the one who took the steps to remedy the situation.
 >
 > On another note, I would hope that we will reinstitute your direct reporting to the president as you did years ago when we met on a regular basis.
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 > David
 > -----Original Message-----
 > From: Jackson, Kevin P.
 > Sent: Saturday, June 4, 2016 9:14 AM
 > To: Garland, David E.
 > Subject: RE: Survivor Rally
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 > David,
 > I believe you offering to meet with the four survivors who spoke at the rally is a good idea and could be received as another step toward healing. That said, and you know from your considerable pastoral experience, each person is at a different place in their journey and may or may not accept the invitation. **JANE DOE 6** [REDACTED]. Some points to consider in meeting with the survivors:

> 1. The survivors presented the survivor letter which has a number of recommendations to university administration. I would anticipate they will want to discuss these recommendations with you. I have included the letter as an attachment.

> 2. Although we can issue the invitation as a private meeting between you and the four survivors, I anticipate word will spread and you will be asked to either increase the number of people invited to the meeting and/or be asked to meet with an increasing number of survivors at other times. I have found the survivor community to be well connected and supportive of each other--and as one would understand--sensitive to being treated equitably. Therefore, it follows that what is extended to one survivor or group of survivors should be offered at some point to all. I would not let this alter your desire to meet with the four survivors who spoke at the rally; rather, I would encourage all of us to give more thought to how we can provide stronger support of and voice to our survivors as we move forward in implementing steps that assure we are doing everything reasonably possible to help our students feel safe and be safe in their Baylor experience.

ATTORNEY-CLIENT

> David, I believe God has placed us here at this time to lead in a manner that honors Him. The road ahead will be difficult, but I can think of no one I would rather be journeying with as we seek healing and restoration than you. Thankful for your leadership, Kevin

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>

> -----Original Message-----

> From: Garland, David E.

> Sent: Saturday, June 04, 2016 8:24 AM

> To: Jackson, Kevin P.

> Subject: RE: Survivor Rally

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> Kevin

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> This may be a very dumb idea. I would like to meet with these four students who came forward over lunch in the presidents' office. It is not to try to appease them but to lend a sympathetic ear from a symbolic high officer of Baylor. I am not being naïve because I have intimate familiarity with how victims and their families feel about how they were treated by an institution. If you think it not wise, however, then that would be fine. If you think otherwise, I would like it to be very private and very soon.

>

> David

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> -----Original Message-----

> From: Jackson, Kevin P.

> Sent: Friday, June 3, 2016 10:02 PM

> To: Garland, David E.; Jones, Greg; Ramsower, Reagan M.; Kemp, Karen E.; Nicholson, Brian W.; Alejandro, Juan; Holmes, Chris

> Subject: Survivor Rally

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> From my perspective, the survivor rally went well. It was moved into Bill Daniel Student Center due to rain and was attended by approximately 30 people. Four survivors spoke and one read the survivor letter. Multiple media were present. It was heartrending to hear the deeply wounding experiences of the survivors, yet at the same time, the courage each demonstrated was inspiring. Matt Burchett did an excellent job shepherding the event. Best, Kevin

>

> Sent from my iPhone