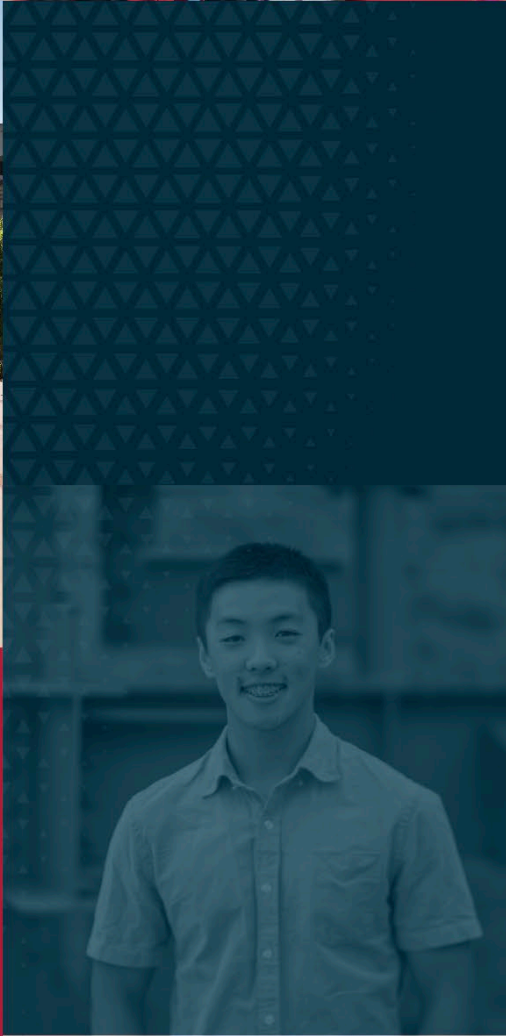




# Chico State Implementation Team Action Plan

In response to Cozen O'Connor Systemwide  
Assessment of Title IX and Discrimination,  
Harassment, and Retaliation Programs



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## Introduction

The CSU Board of Trustees engaged Cozen O'Connor in March 2022 to conduct a systemwide assessment of its Title IX and Discrimination, Harassment, and Retaliation (DHR) programs to strengthen its systems of care and compliance following troubling and high-profile reports of sexual harassment and other misconduct.

The Cozen O'Connor team visited and consulted with all 23 campuses between July 2022 and April 2023, and a systemwide survey was conducted from December 2022 to February 2023. A report identifying core observations and recommendations for improvements at both the system and university levels was shared with the Board of Trustees on May 24, 2023, and shared systemwide on July 17, 2023.

Chico State received its [campus report](#) on July 17, 2023, as well as information from a separate systemwide [audit](#) conducted by the State. These reports have become a roadmap to guide us in improving how we respond to discrimination and harassment and make our campus a more welcoming and safer place. It points out key areas where we can strengthen our systems through our prevention programs; provide better resources for students, faculty, and staff; and implement ways to hold people accountable in a fair, equitable, and transparent process. To effect real change, we are eager to move forward with solutions that are informed by past challenges, lessons learned, and the collective desires of our community.

Following the recommendations of Cozen O'Connor and the Chancellor's Office, Chico State created an Implementation Team in late spring 2023 to evaluate, assess, and eventually implement the Cozen O'Connor recommendations. The team started meeting weekly in early fall 2023 and launched a [website](#) dedicated to cataloging the team's plan and progress.

To examine all the recommendations and draft a reasonable and actionable plan in a short timeframe (September to December 2023), the team was divided into five working groups:

- **Infrastructure and Resources:** To develop a project plan to address infrastructure and resource gaps related to Title IX and DHR programs, including if the current physical location of the Title IX and DHR office (Kendall Hall) meet client needs.
- **Prevention and Education:** To identify opportunities to improve programming, training, professional development, and awareness related to Title IX and DHR programs and promoting legal compliance with the Violence Against Women Act provisions of the Clery Act.
- **Strengthening Internal Protocols:** To enhance accountability and strengthen internal protocols within the Title IX and DHR programs.
- **Other Conduct of Concern:** To develop a statement of conduct in conjunction with the Chancellor's Office that encompasses unprofessional conduct, microaggressions, acts of intolerance, disruptive behavior, free speech, academic freedom, and professionalism, as well as strengthen the protocols of professional development.
- **Communications:** To maintain transparency and accountability with the University's internal and external stakeholders and implement marketing and website improvements that create greater awareness of policies and resources related to Title IX and DHR programs, as well as the progress of the Implementation Team.

## Implementation Team

- Chief of Staff – Seema Sehrawat (co-chair)
- Deputy Title IX Coordinator/DHR Administrator/Investigator – Jay Blando (co-chair)
- Associated Students President for 2023-24 – Autumn Alaniz-Wiggins
- Vice Provost for Faculty Affairs and Success – Mahalley Allen
- Department Chair, Journalism and Public Relations – Janell Bauer
- Academic Senate Representative – Tim Sistrunk
- Basic Needs Project – Emma Jewett
- Director of Faculty Affairs Labor Relations – Scott Lynch
- Advocate/Administrator, WellCat Safe Place – Sawyer McAvoy
- Director, Student Rights and Responsibilities – Maleta Wilson
- Associate Vice President for Human Resources – Sheryl Woodward
- Executive Director of University Communications – Ashley Gebb
- Assistant Professor, English – Nathan Heggins Bryant
- Director, Recreational Sports – Kendall Ross
- Clinical Director, WellCat Counseling Center – Ines Duenas
- Student and Safe Space Peer Lead – Katie Callahan
- Adaptive Dispute Resolution Director – Seya Lumeya
- Chico State Graduate Student – Emma Contreras
- Chico State Graduate Student – Carly Hines
- Administrative Support – Lisa James

## Progress to Date

The team maintained a rigorous work schedule during the fall 2023 semester to collect feedback while simultaneously working on the strategies and tactics reflected in the following plan. It included multiple communications to campus, such as

- a. regular campus updates via email and inviting campus to attend in-person sessions,
- b. an afternoon of five in-person (November 14, 2023) restorative circles (focused on the work of five working groups) that doubled as feedback sessions,
- c. an [online feedback form](#) to gather additional campus input,
- d. a campuswide in-person (November 29, 2023) feedback session with the Implementation Team where a presentation of the draft implementation plan was shared, and
- e. a brief presentation on progress to date (December 8, 2023) to Academic Senate.

The plan is divided into four phases that align with our University's semester structure, beginning in fall 2023 and carrying this work forward into spring 2025. Each phase reflects themes, priorities, tasks, fiscal impacts, project leads, partners, alternative implementation, or barriers to progress, and current status. While comprehensive, it is also the intention of the Implementation Team to continually adapt this plan as needed based on campus feedback, the changing landscape of regulations that guide this work, including federal Title IX expectations, and additional opportunities for improvement that may be realized moving forward.

Given the urgency and value of the necessary improvements, the University and Implementation Team have already started taking action in several areas. Progress to date includes:



- Splitting Labor Relations and Title IX/DHR into two separate departments to better manage the workload and establish capacity for leadership to manage both areas and provide focused attention.
  - Hired a Confidential Administrative Support staff member for Title IX/DHR office.
- Addressed immediate staffing needs
  - Hired a director of Alternative Dispute Resolution.
  - Promoted current investigator to Deputy Title IX Coordinator/DHR Administrator/Investigator to ensure continuity of department operations.
  - Launched and successfully completed search for AVP of Title IX/DHR [at Chico State also known as office of Equal Opportunity and Dispute Resolution (EODR)]. The new AVP began January 31, 2024.
  - Launched and successfully completed search for Investigator, with new hire starting February 5, 2024.
- Improving use of existing case management systems and practices.
  - Continued examination of internal protocols and work on strengthening our incident workflow and other DHR programs and practices.
  - Launched new Online Reporting Tool in May 2023 and remain in the process of optimizing it
- Initiated website review and analysis, identifying the need for survivor/user-focused language and interface, and making small updates.
- Established a successful model of cooperation between EODR and Faculty Affairs and Success (FAAF), including bi-weekly meetings.
- Reviewed best practices and models related to prevention education at other CSU campuses.
- Drafted Statement of Expectations relating to Other Conduct of Concern.

We are all dedicated to making Chico State a place where everyone is safe and respected. We know these changes—some big, some small—will take time but our commitment to seeing them to fruition is unwavering; we want to ensure that our campus is the best it can be for everyone. With the creation of this plan, we will continue the significant work to put Cozen’s recommendations into action. Our deepest gratitude is extended to the committee and every individual who engages in this impactful work. It’s going to take all of us—students, faculty, and staff—working together to create the change we want and need to see.

## Plan Summary, by Committee

Four phases align with our semester structure, starting with Phase 1 in fall 2023, Phase 2 in Spring 2024, Phase 3 in Fall 2024 and Phase 4 in Spring 2025.

### Strengthening Internal Protocols

Phase 1	<ul style="list-style-type: none"> <li>• Implement a multi-disciplinary team model</li> <li>• Develop a common case management system</li> <li>• Formalize post-Title IX/DHR disciplinary processes</li> </ul>
Phase 2	<ul style="list-style-type: none"> <li>• Map case resolution process from reporting and intake to investigation and resolution</li> <li>• Evaluate barriers to reporting and engagement</li> </ul>
Phase 3	<ul style="list-style-type: none"> <li>• Separate support and advocacy functions from investigation</li> <li>• Review and revise tone and content of forms</li> <li>• Collect post-resolution feedback</li> </ul>
Phase 4	<ul style="list-style-type: none"> <li>• Develop robust intake, outreach, and case management protocols</li> <li>• Develop oversight of investigations for quality, promptness, and equity</li> </ul>

### Prevention and Education

Phase 1	<ul style="list-style-type: none"> <li>• Conduct Fall 2023 resource inventory and identify opportunities for engagement</li> </ul>
Phase 2	<ul style="list-style-type: none"> <li>• Initiate curriculum and program development related to affirmative consent, bystander intervention, healthy relationships, substance-related education, Title IX, and support and reporting</li> </ul>
Phase 3	<ul style="list-style-type: none"> <li>• Implement campuswide awareness/education campaigns and continue to refine development of curriculum</li> <li>• Launch Chico Speaks (<a href="#">Survey</a>) in August 2024<sup>1</sup></li> <li>• Implement peer-to-peer education program</li> </ul>
Phase 4	<ul style="list-style-type: none"> <li>• Continue to implement campuswide awareness campaigns, workshops, tabling, and events</li> <li>• Evaluate and assessment effectiveness of prevention and education enhancements and identify opportunities for additional growth</li> </ul>

### Infrastructure and Resources

Phase 1	<ul style="list-style-type: none"> <li>• Identify staffing needs in Title IX/DHR office</li> <li>• Assess physical location of Title IX/DHR office</li> <li>• Identify funding needed to support the office</li> </ul>
Phase 2	<ul style="list-style-type: none"> <li>• Submit space needs</li> <li>• Identify training needs for executive leadership and Title IX/DHR staff</li> </ul>

<sup>1</sup> It is anticipated that this will be required every other year under VAWA.

	<ul style="list-style-type: none"> <li>• Ensure routine cadence of supervision of AVP for Title IX/DHR (also known as EODR at Chico State)</li> </ul>
Phase 3	<ul style="list-style-type: none"> <li>• Provide training to executive leadership, deans, MPP, and new staff and faculty hires</li> </ul>
Phase 4	<ul style="list-style-type: none"> <li>• Develop robust intake, outreach, and case management protocols</li> <li>• Ensure consistent use of Maxient in HR, FAAF, and other units identified by the Strengthening Internal Protocols subcommittee</li> </ul>

**Other Conduct of Concern**

Phase 1	<ul style="list-style-type: none"> <li>• Develop a <a href="#">Draft Statement of Expectations</a></li> <li>• Build a plan to educate and train the campus community in conflict resolution and restorative justice</li> </ul>
Phase 2	<ul style="list-style-type: none"> <li>• Engage with various campus groups to review draft Statement of Expectations</li> <li>• Implement a pilot training about conflict resolution and restorative justice</li> </ul>
Phase 3	<ul style="list-style-type: none"> <li>• Finalize Statement of Expectations with wide campus consultation</li> <li>• Fully implement training and professional development about conflict resolution and restorative justice</li> </ul>
Phase 4	<ul style="list-style-type: none"> <li>• Continue to strengthen competencies of campus leadership by providing expanded training and professional development around conflict resolution and restorative justice</li> </ul>

**Communications**

Phase 1	<ul style="list-style-type: none"> <li>• Develop annual Title IX communications plan</li> <li>• Initiate website audit and marketing audit to identify opportunities for enhancement</li> <li>• Gather campus feedback to inform the work of the entire Implementation team</li> <li>• Maintain consistent communications with campus community about Team’s progress (through all four phases)</li> </ul>
Phase 2	<ul style="list-style-type: none"> <li>• Implement first phase of website improvements</li> <li>• Develop marketing materials</li> <li>• Revise and enhance annual report</li> </ul>
Phase 3	<ul style="list-style-type: none"> <li>• Launch website refresh</li> <li>• Launch marketing campaign</li> <li>• Continue phased development of annual report</li> </ul>
Phase 4	<ul style="list-style-type: none"> <li>• Review ongoing communication practices</li> <li>• Gather feedback on new materials/resources</li> </ul>

## Strengthening Internal Protocols Subcommittee Plan

The goal of the Strengthening Internal Protocols Subcommittee is to promote accountability and strengthen Chico State's internal protocols within the Title IX/DHR program by focusing on related recommendations in the campus report. The work of this subcommittee focuses on the life span of a Title IX/DHR report, from intake to resolution, as well as other key recommendations, such as separating advocacy functions from investigations, strengthening campus collaboration through a multidisciplinary team model, and developing tools and written processes for effective case management.

### Phase 1 (Fall 2023)

#### 1. Strengthen campus collaboration and information-sharing through a multidisciplinary team model.

Create a collaborative approach to Title IX/DHR issues and concerns so that affected University departments can provide insight, proffer ideas, and create awareness to address Title IX/DHR concerns.

- a. **Task 1:** Collaboration between EODR and FAAF.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** AVP for EODR
  - iii. **Partners:** Vice Provost for Faculty Affairs and Success, Director of Faculty Affairs Labor Relations, Director of Adaptive Dispute Resolution, EODR Investigators, and UPD as appropriate.
  - iv. **Alternative Implementation or Barriers to Progress:** FAAF will need to use Maxient case management system to better share information via a common case management system.
  - v. **Status:** EODR and FAAF have bi-weekly meetings scheduled to discuss relevant issues and areas of concern related to faculty and academic student employees, including not only Title IX issues, but also other issues of discrimination, harassment, retaliation, bullying, and other conduct of concern, including safety concerns.
  
- b. **Task 2:** Expand and formally implement the multidisciplinary team to meet on a regular basis and establish protocols for the sharing of confidential information with Multidisciplinary Team (MDT) members.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Chancellor's Office
  - iii. **Partners:** Faculty Affairs and Success, EODR, Staff Labor Relations, Human Resources, Student Affairs, Risk Management, Office of General Council.
  - iv. **Alternative Implementation or Barriers to Progress:** We have been waiting on a forthcoming Chancellor's Office policy that will establish campus multidisciplinary teams and their membership.
  - v. **Status:**
    1. In the spring 2024 semester, we will expand the multidisciplinary team to include more additional partners. MDT members may include representatives from faculty labor relations, staff labor



relations, student conduct, student affairs, human resources, faculty affairs, UPD, EODR and investigators, campus counsel, Clery Director, and other relevant campus partners. Changes to membership can be made as we receive guidance from the Chancellor's Office.

2. In spring 2024, MDT, led by the AVP of EODR, will begin adding notes and information regarding relevant issues, cases, and next steps into the shared Maxient case management system, which will ensure that all known and available information about reported incidents is shared with EODR so that EODR's assessments and next steps are well-informed as a response.
3. Prior to MDT meetings, the AVP of EODR will securely provide basic information, including parties' names, to MDT members to enable MDT members to bring forward relevant information known to them at the meetings.
4. The AVP of EODR will train MDT members on the confidentiality and sensitivity of information discussed at MDT meetings.
5. At MDT meetings, members will consult about decisions, next steps, emergency actions, administrative leaves, supportive measures, and other appropriate actions in response to reports and incidents.
6. The AVP of EODR will document the factors considered by MDT members in making key decisions and recommendations, including the impact of such decisions.
7. The MDT, led by the AVP of EODR, will work with Prevention and Education Subcommittee partners to share information and knowledge about legal and regulatory requirements, relevant policy, and other considerations with University partners.

## 2. Formalize the current post-Title IX/DHR disciplinary process.

Create a collaborative approach to possible discipline arising from a Title IX/DHR investigative finding to ensure promptness, equity, and informed communication. This will include a MOU or other formalized agreement that memorializes the process for disciplinary recommendations or considerations from Title IX to appropriate MPPs.

- a. **Task 1:** Establish a relationship to foster cooperation between EODR, Faculty Affairs and Success, Human Resources/Staff Labor Relations, and Student Affairs/Student Rights and Responsibilities.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** AVP for EODR, Vice Provost for Faculty Affairs and Success, AVP for Human Resources, AVP for Student Support Programs
  - iii. **Partners:** Director of Faculty Affairs Labor Relations, Director of Adaptive Dispute Resolution, EODR Investigators, Director of Staff Labor Relations, Director of Student Rights and Responsibilities
  - iv. **Alternative Implementation or Barriers to Progress:** All partners will need to use the Maxient case management system to better share information via a common case management system.

- v. **Status:** EODR and FAAF have already established a cooperative and positive working relationship where EODR and Faculty Affairs and Success have meaningful conversations regarding potential discipline for faculty stemming from a EODR finding. This partnership will be expanded to include staff labor relations and student affairs.
- b. **Task 2:** To ensure the AVP of EODR is engaged in employee disciplinary processes, formalize the process by which EODR, Faculty Affairs and Success, Human Resources/Staff Labor Relations, and Student Affairs/Student Rights and Responsibilities communicate regarding the disciplinary process.
- i. **Fiscal impact:** Staff time
  - ii. **Project leader:** AVP for EODR, Vice Provost for Faculty Affairs and Success, AVP for Human Resources, AVP for Student Support Programs
  - iii. **Partners:** Director of Faculty Affairs Labor Relations, Director of Adaptive Dispute Resolution, EODR Investigators, Director of Staff Labor Relations, Director of Student Rights and Responsibilities
  - iv. **Alternative Implementation or Barriers to Progress:** Determining best method to formalize process. Possibilities include a MOU or memo from the President's Office.
  - v. **Status:** EODR and FAAF have already mutually agreed to enter into a Memorandum of Understanding (MOU) or other formalized type of agreement that memorializes the process whereby EODR would provide written discipline recommendations or considerations from the AVP for EODR to the Provost and Vice Provost for Faculty Affairs and Success in cases when there are Title IX/DHR findings related to a faculty member or academic student employee. To close the loop, Faculty Affairs and Success will report back to the AVP for EODR about any discipline imposed, which is already happening in practice. This practice will be expanded to also include Human Resources/Staff Labor Relations and Student Affairs/Student Rights and Responsibilities. We plan to draft the written agreement in spring 2024. Human Resources/Staff Labor Relations and Faculty Affairs will continue their current practice of campus leaders working directly with systemwide labor and/or CSU Office of General Counsel, as appropriate for the situation, on any negotiated settlement agreements.

**3. Develop written tools for consistent, informed, effective documentation and case management.**

University departments collaborating with EODR should utilize the same case management system to seamlessly facilitate information between University stakeholders so campus partners can work collaboratively and effectively to document and share information, allowing for quality decision-making, analysis, and review.

- a. **Task 1:** Consistent use of Maxient case management system across the University.
  - i. **Fiscal impact:** \$10,000 - Annual cost of Maxient case management system (current expenditure, subject to change based on the CSU's contract with Maxient).

- ii. **Project leader:** Vice Provost for Faculty Affairs and Success and AVP for Human Resources.
- iii. **Partners:** Compliance Investigator with EODR and AVP for EODR.
- iv. **Alternative Implementation or Barriers to Progress:** It is possible the Chancellor's Office requires University Title IX/DHR Departments to utilize a case management system other than Maxient.
- v. **Status:**
  - 1. Faculty Affairs and Human Resources have agreed to utilize the Maxient case management system and will work with compliance investigator Erin Tarabini, a Maxient Level 5 super-user, to build out the appropriate platform in Maxient so that Faculty Affairs, Human Resources, and EODR can continue to work collaboratively and effectively on document information. Most other pertinent departments, including UPD, Housing, and Student Rights and Responsibilities, already utilize the Maxient case management system.
  - 2. These offices will enter all relevant information regarding Title IX/DHR cases into Maxient, including notes, communications, reports, outcomes, etc. to ensure campus partners have all relevant information on cases, concerns, and incidents.
  - 3. Recordkeeping best practices will be utilized to ensure the University has consistent, informed, and effective documentation of Title IX/DHR cases in Maxient.
  - 4. For cases relevant to EODR, the AVP of EODR will develop a checklist for case opening and closing to ensure all relevant documents, correspondence, and information is preserved. The EODR office will follow the checklist for all cases.
  - 5. As possible through Maxient, EODR will periodically evaluate its case data for quality assurance reviews and for information about how to best achieve efficient decision making, analysis, and review.
  - 6. As staffing allows, and under the direction of the AVP of EODR, EODR will migrate all historical DHR reports and Title IX reports into the Maxient case management system.

## Phase 2 (Spring 2024)

- 1. **Map Title IX/DHR case resolution process from reporting and intake to investigation and resolution.**
  - a. **Task 1:** Determine best practices for Title IX/DHR case resolution process.
    - i. **Fiscal impact:** Staff time.
    - ii. **Project leader:** AVP for EODR.
    - iii. **Partners:** Chancellor's Office, Office of General Counsel, Vice Provost for Faculty Affairs, AVP for Human Resources, Director of Faculty Affairs Labor Relations, Director of Staff Labor Relations, Director of Student Rights and Responsibilities, AVP for Student Support Programs.

- iv. **Alternative Implementation or Barriers to Progress:** We have not received guidance from the Chancellor's Office about best practices that we could use to compare our current process.
  - v. **Status:** Spring 2024.
- b. **Task 2:** Compare the current process against standard best practices and identify any concerns related to timeliness, conflicts, gaps in communication, or gaps in consistent process.
- i. **Fiscal impact:** Staff time
  - ii. **Project leader:** AVP for EODR.
  - iii. **Partners:** Chancellor's Office, Office of General Counsel, Vice Provost for Faculty Affairs, AVP for Human Resources, Director of Faculty Affairs Labor Relations, Director of Staff Labor Relations, Director of Student Rights and Responsibilities, AVP for Student Support Services.
  - iv. **Alternative Implementation or Barriers to Progress:** We have not received guidance from the Chancellor's Office about best practices that we could use to compare our current process.
  - v. **Status:** Spring 2024. Once the Chancellor's Office provides information to campuses about best practices by which to compare our campus practices, the AVP of EODR will lead the office in a review of its practices to determine areas of improvement in areas such as timeliness, conflicts, gaps in administration, and gaps in consistent process.
- c. **Task 3:** Identify, map, and reconcile intersections with faculty/staff grievance and disciplinary processes.
- i. **Fiscal impact:** Staff time
  - ii. **Project leader:** AVP for EODR, AVP for Human Resources, and Vice Provost for Faculty Affairs and Success.
  - iii. **Partners:** Vice Provost for Faculty Affairs, AVP for Human Resources, AVP for EODR, Director of Faculty Affairs Labor Relations, Director of Staff Labor Relations.
  - iv. **Alternative Implementation or Barriers to Progress:** N/A.
  - v. **Status:** Spring 2024. In spring 2024, both Human Resources/Staff Labor Relations and Faculty Affairs will each map the grievance process for staff and faculty, respectively, and review and discuss their processes with the AVP of EODR to endure appropriate intersections with Title IX/DHR on relevant cases.

## 2. Evaluate barriers to reporting and engagement.

- a. **Task 1:** Evaluate barriers to reporting and engagement within the existing internal protocols of Title IX/DHR. Presently, there are separate websites for Title IX, DHR and Labor Relations. Work with University Communications to consolidate these websites and revise more prominently to reflect items such as Title IX/DHR reporting options and care options, including nondiscrimination of all protected statuses, nondiscrimination in admissions, contact to EODR. Ensure the Title

IX/DHR notice is linked to Athletics, Admissions, and Chico State homepage in the footer of each page.

- i. **Fiscal impact:** Staff time.
- ii. **Project leader:** Strengthening Internal Protocols Subcommittee; Communications Subcommittee.
- iii. **Partners:** Vice Provost for Faculty Affairs, AVP for Human Resources, Director of Faculty Affairs Labor Relations, Director of Staff Labor Relations, Director of Student Rights and Responsibilities, AVP for Student Support Programs, University Communications, and AVP for EODR.
- iv. **Alternative Implementation or Barriers to Progress:** Chancellor's Office guidance about best practices and common barriers to examine would be useful. Also, a comprehensive refresh to the website is coming in fall 2024 so implementation may be phased.
- v. **Status:** Spring 2024. The University already has in place an online and [anonymous reporting tool](#), implemented in a partnership between the Divisions of Student Affairs, Academic Affairs, and Business and Finance.

**b. Task 2:** Make improvements to Title IX/DHR internal protocols to eliminate or reduce barriers to reporting and engagement.

- i. **Fiscal impact:** Staff time
- i. **Project leader:** AVP for EODR
- ii. **Partners:** Vice Provost for Faculty Affairs, AVP for Human Resources, Director of Faculty Affairs Labor Relations, Director of Staff Labor Relations, Director of Student Rights and Responsibilities, AVP for Student Support Programs
- iii. **Alternative Implementation or Barriers to Progress:** Chancellor's Office guidance about best practices and common barriers to examine would be useful.
- iv. **Status:** Spring 2024.

**c. Task 3:** Make supportive measures to complainants well known. Incorporate into internal protocols referral to Title IX/DHR facilitators/navigators to assist complainants and respondents through the process.

- i. **Fiscal impact:** Staff time
- ii. **Project leader:** AVP for EODR; Prevention and Education Subcommittee; Strengthening Internal Protocols Subcommittee.
- iii. **Partners:** Communications Subcommittee, Chico Implementation Team.
- iv. **Alternative Implementation or Barriers to Progress:** Training of facilitators/navigators.
- v. **Status:** Spring 2024.

### Phase 3 (Fall 2024)

1. **Separate intake and support functions from investigation to avoid role confusion and ensure clear demarcation between the individuals who provide supportive measures to a complainant, respondent, or other individual in need of assistance, and the investigator.**



- a. **Task 1:** Hiring of additional key Title IX/DHR (EODR) personnel, including AVP, another investigator, and an intake specialist. Full staffing would include those three positions, and: the Deputy Title IX Coordinator/DHR Administrator/Investigator, the Director of Adaptive Dispute Resolution, the Clery Director and Compliance Investigator, and the Confidential Administrative Support staff.
  - i. **Fiscal impact:** Salary, benefits, and training: \$217,512 annually
  - ii. **Project leader:** AVP for EODR and AVP for Human Resources.
  - iii. **Partners:** N/A
  - iv. **Alternative Implementation or Barriers to Progress:** Successful hiring of key personnel and funding.
  - v. **Status:** Fall 2024 (or sooner if possible—in progress).
  
- b. **Task 2:** Separation of support and intake functions from investigation. Coordination of internal shift in EODR Office to move the initial student and employee intake as well as supportive measures out of the Investigator's responsibilities. Other EODR employee will be assigned to manage initial intake and supportive measures.
  - i. **Fiscal impact:** Staff time and Salary/benefits for personnel: \$90,000
  - ii. **Project leader:** AVP for EODR.
  - iii. **Partners:** Strengthening Internal Protocols Subcommittee. Infrastructure and Resources Subcommittee.
  - iv. **Alternative Implementation or Barriers to Progress:** Successful hiring of key personnel and funding.
  - v. **Status:** Fall 2024 (or sooner if possible).

## 2. Evaluate Forms, Templates, and Handouts for Tone and Content

Title IX/DHR (EODR) utilizes various forms, templates, and handouts that have been issued by the Chancellor's Office. Feedback from the campus community highlighted a need to have better documentation outlining the process once a complaint is made to EODR as well as edits to the current documents to instill a message of support and care, and to make the documents easier to understand.

- a. **Task 1:** Start evaluating current documents to determine where modifications should be made.
  - i. **Fiscal impact:** Staff time.
  - ii. **Project leader:** The AVP for EODR will need to be involved.
  - iii. **Partners:** Faculty Affairs and Success, Human Resources, Safe Place, Student Affairs, Communications Subcommittee and University Communications.
  - iv. **Alternative Implementation or Barriers to Progress:** One of the recommendations from the Cozen report is that there should be more uniformity among Title IX/DHR offices across the system. The Chancellor's Office may update the forms, templates, and handouts on their own and disperse them to the University level.
  - v. **Status:** Fall 2024. All the forms, templates, and handouts have started to be compiled in one central file for evaluation. We are awaiting guidance from Chancellor's Office so that time and effort is not misused, but we will also start the campus process.



- ii. **Project leader:** AVP for EODR
  - iii. **Partners:** Chancellor’s Office, Office of General Counsel, Strengthening Internal Protocols subcommittee, Chico Implementation team, University Communications, Prevention and Education subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** Unknown.
  - v. **Status:** Spring 2025. Create written templates, checklists, and/or other appropriate tools to guide campus on intakes, outreach, supportive measures, and decision-making regarding emergency removals or administrative leave.
- b. **Task 2:** Implement best practices for implementing and overseeing supportive measures after creation of written tools, such as templates and checklists. Coordinate with confidential advocate on supportive measures.
- i. **Fiscal impact:** Staff time.
  - ii. **Project leader:** AVP for EODR, SafePlace
  - iii. **Partners:** Chico Implementation team, University Communications, Prevention and Education subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** Unknown.
  - v. **Status:** Spring 2025.
- c. **Task 3:** Establish clear expectations on process steps and how long each step takes, through process transparency and education. Develop method for complainants to track where their case/complaint is in the process.
- i. **Fiscal impact:** Staff time. Possible technology cost for tracking system.
  - ii. **Project leader:** TBD. AVP for EODR will need to be involved.
  - iii. **Partners:** Chico Implementation team, University Communications, Infrastructure and Resources Subcommittee, Prevention and Education Subcommittee, Division of IT.
  - iv. **Alternative Implementation or Barriers to Progress:** It is not currently known how to implement a process tracking system.
  - v. **Status:** Spring 2025.
- d. **Task 4:** Work with key campus partners to implement related procedures and protocols in EODR, including but not limited to:
- Having intake meetings with all individuals who make Title IX/DHR reports. As appropriate at intake meetings, coordinate next steps and supportive measures with campus confidential advocates.
  - Carefully documenting all supportive measures offered, requested, implemented, and, if denied, reasons for such denial.
  - Creating a feedback loop so assigned Title IX employees confirm receipt of the intake report and report back regarding their next steps.
  - Creating protocols, including multiple modalities and systems, for outreach to complainants and follow-up outreach as appropriate, including from a third party as needed.
- i. **Fiscal impact:** Staff time.
  - ii. **Project leader:** AVP for EODR.
  - iii. **Partners:** Chancellor’s Office, Office of General Counsel, Vice Provost for Faculty Affairs, AVP for Human Resources, Director of Faculty Affairs

- Labor Relations, Director of Staff Labor Relations, Director of Student Rights and Responsibilities, AVP for Student Support Services.
- iv. **Alternative Implementation or Barriers to Progress:** Staff time.
  - v. **Status:** Spring 2025.

**2. Oversight of investigations of quality, promptness, and equity.**

- a. **Task 1:** Devise and implement plan for quality control of EODR investigations to ensure best practices are followed for quality, promptness, and equity. Establish a protocol to track timelines and deadlines in Maxient and help ensure that investigations are as timely as possible.
  - i. **Fiscal impact:** Staff time.
  - ii. **Project leader:** AVP for EODR.
  - iii. **Partners:** Chico Implementation team, University Communications, Prevention and Education subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** Unknown.
  - v. **Status:** Spring 2025.
  
- b. **Task 2:** Devise quality control processes and written tools for ensuring investigations are timely and thorough and for ensuring timely communications are made to parties through the investigation. Use the Maxient calendar system to build in alerts to prompt the Title IX investigator to make outreach to parties and/or relevant campus partners.
  - i. **Fiscal impact:** Staff time.
  - ii. **Project leader:** AVP for EODR.
  - iii. **Partners:** EDOR office, Chico Implementation team, University Communications, Prevention and Education subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** Unknown.
  - v. **Status:** Spring 2025.
  
- c. **Task 3:** Create internal standard operating procedures/checklist to require that each Title IX/DHR investigation report is reviewed by the AVP for EODR, the Vice President of Business and Finance as appropriate, and campus legal counsel prior to issuing the report.
  - i. **Fiscal impact:** Staff time.
  - ii. **Project leader:** AVP for EODR.
  - iii. **Partners:** EODR office, Chico Implementation team, University Communications, Prevention and Education subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** Unknown.
  - v. **Status:** Spring 2025.

## Prevention and Education Subcommittee Plan

The Prevention and Education Subcommittee's proposed plan seeks to establish a comprehensive framework for Title IX/DHR prevention education programming by addressing key recommendations outlined on pages 44-46 of the Chico State Cozen O'Conner report. Collaborating with students, staff, and faculty, this plan seeks to develop an evidence-based educational peer to peer programming approach on affirmative consent, bystander intervention, healthy relationships, substance-related education, and the importance of Title IX/DHR proactive supportive measures. The strategy integrates ongoing assessment mechanisms to adapt to evolving campus dynamics and uphold compliance with the Violence Against Women Act (VAWA) provisions of the Clery Act. This plan emphasizes a dedication to sustained prevention and education programming, training, and professional development and seeks to cultivate a campus culture characterized by legal adherence and a culture of respect.

### Phase 1 (Fall 2023)

1. **Prevention and Education Assessment: Research current resource inventory and opportunities for engagement on campus for students, staff, and faculty to experience Title IX/DHR prevention education.**
  - a. **Task 1:** Resource Inventory of what Title IX/DHR prevention education is happening on campus
    - i. **Fiscal impact:** Staff time
    - ii. **Project leader:** Prevention and Education Committee Chair, WellCat (WC) Counseling Director, AS President
    - iii. **Partners:** WC Prevention, WC Counseling, U Matter, Safe Place, ARC, Basic Needs, Health Center, University Communications, One staff members from Title IX/DHR office assigned
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** This inventory was successfully completed.
  - b. **Task 2:** Identify current opportunities for engagement on prevention and education
    - i. **Fiscal impact:** Staff time
    - ii. **Project leader:** AS President
    - vi. **Partners:** Student Life and Leadership, Fraternity and Sorority Affairs, Recreational Sports, Associated Students, Student Organizations and Leadership Education, One staff members from Title IX/DHR office assigned
    - iii. **Alternative Implementation or Barriers to Progress:** There is no central place to acquire campus programming, as there are a variety of programmers on campus meeting various needs. This creates a duplication of programming as well.
    - iv. **Status:** A list has been created outlining department collaboration opportunities that program to a variety of populations on campus. This task is ongoing and the list continues to be updated.



- c. **Task 3:** Research other CSU and national prevention and education programming currently in practice
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Prevention and Education Committee Chair
  - iii. **Partners:** Safe Place
  - iv. **Alternative Implementation or Barriers to Progress:** Other CSU websites had little information regarding what their prevention education contains other than the title of the training. We found that [Calpoly](#) San Luis Obispo had the most descriptive prevention education training available.
  - v. **Status:** Completed—all 23 CSU websites were accessed for programming topics and themes of prevention education. It was noted if bystander intervention was present.

## Phase 2 (Spring 2024–Summer 2024)

1. **Develop curriculum program and peer-to-peer education programs while using [Chico Speaks Survey](#) feedback to assess community needs.** [Note: In April 2018, more than 4,000 students participated in a Chico State survey called Chico Speaks. We were part of a larger group of universities across the United States and Canada all taking a similar survey that spring. Chico Speaks surveyed students’ experiences with sexual and other forms of interpersonal violence during the 2017–2018 school year. It also surveyed knowledge about resources and policies, exposure to training, and attitudes and behaviors around sexual violence.]
  - a. **Task 1:** Research opportunities for partnership with faculty/departments to create the curriculum and programming including designing evidence-based educational programs on affirmative consent, bystander intervention, healthy relationships, substance-related education, Title IX/DHR, and support and reporting options pursuant to the Nondiscrimination Policy.
    - i. **Fiscal impact:** Staff time, possible buyout/ 2304 contract for faculty
    - ii. **Project leader:** WellCat Counseling Director
    - iii. **Partners:** WellCat Counseling, Departments of Public Health and Social Work, EODR, Human Resources, FAAF.
    - iv. **Alternative Implementation or Barriers to Progress:**
    - v. **Status:** Have connected with a faculty member who has expressed interest in participating in both the learning community and facilitating the Chico Speaks Survey. Next step is outreach to additional faculty.
  - b. **Task 2:** Create a learning community (LC) of faculty/staff with expertise in this area who will be tasked with (a) co-designing evidence-based prevention and training regarding Title IX/DHR education curriculum, (b) designing and assessing the Chico Speaks survey data, and (c) co-designing the pilot of a 1-credit prevention and education curriculum-based course or group mirroring the Womxn’s Circle.
    - i. **Fiscal impact:** Staff and faculty time, possibly stipend for faculty: \$30,000
    - ii. **Project leader:** WellCat Counseling Director and Faculty Development Director

- iii. **Partners:** WellCat Counseling, Departments of Public Health and Social Work, EODR, Human Resources, FAAF, University Communications and staff with expertise in this area
  - iv. **Alternative Implementation or Barriers to Progress:** Identifying faculty partners for this LC
  - v. **Status:** Spring 2024
  
- c. **Task 3:** Convene a university-wide Prevention and Education Oversight Committee using the Title IX subcommittee meeting space, to coordinate and align programming across the university including members of the Learning Community and ensure curricula alignment with best practice & Title IX P.E. Oversight. The P.E. Oversight Committee will assess the need for sub-committees to address various constituencies needs (undergraduate students, graduate students, staff, administrators, and faculty) or the types of programming (compliance, professional development, prevention and education, bystander intervention, etc.).
  - vii. **Fiscal impact:** N/A.
  - viii. **Project leader:** AVP of Title IX & Title IX Committee
  - ix. **Partners:** all departments who provide training, prevention and education, including, at a minimum, representatives from the Title IX/DHR program, the confidential advocate, student affairs, student health, counseling, UPD, athletics, fraternity and sorority life, residential life, human resources and employee labor relations, academic/faculty affairs, DEI professionals, identity-based affinity centers, university subject-matter experts, and staff, faculty, and student representatives
  - x. **Alternative Implementation or Barriers to Progress:** N/A
  - xi. **Status:** Campus currently has two Title IX meetings on schedule including Title IX Oversight Committee and the Title IX sub-committee working group. This working group has key stakeholders listed in the Cozen report and can be adapted to become the Prevention and Education Oversight Committee. This would allow Title IX to maintain oversight and be an efficient transition of space/time/resources.
  
- d. **Task 4:** Research a centralized assessment design for trainings, evaluations, outreach, events, programs for consistent data and feedback loops
  - i. **Fiscal impact:** Staff time in learning CatsConnect
  - ii. **Project leader:** Prevention and Education Chair
  - iii. **Partners:** Prevention and Education Subcommittee, Student Life and Leadership, to-be-established Learning Community, TBD Peer Educators
  - iv. **Alternative Implementation or Barriers to Progress:** Challenges in learning the CatsConnect platform and not everyone having access to technology on campus to utilize as a form of engagement
  - v. **Status:** Campus has implemented CatsConnect as a centralized event management and data tracking system that can be implementing for prevention education educational trainings, workshops, events, and programs to gain insight and feedback.

- e. **Task 5:** Review existing Title IX and DHR training programs and assess effectiveness, etc. Is the correct message resonating with the different populations on our campus community? Does the message content contain unintended triggers? Is there diverse representation in the course content?
- xii. **Fiscal impact:** N/A.
  - xiii. **Project leader:** Infrastructure and Resources Subcommittee
  - xiv. **Partners:** Chancellor’s Office, Faculty Affairs and Success, Title IX, Safe Place, Counseling, HRSC/Director of Professional Development, faculty subject matter experts, Communications Subcommittee
  - xv. **Alternative Implementation or Barriers to Progress:** N/A
  - xvi. **Status:** Campus currently offers the systemwide training programs that are sent from the Chancellor’s Office. The course content is not as effective as we’d like it to be, and there have been concerns that the content itself can be triggering. This feedback has been shared with the CO. Individuals tasked with the work should explore the ability to 1) supplement CO- provided training with campus-specific training, and/or 2) develop our own campus-specific Title IX/DHR training to replace the training provided through the CO. Faculty subject matter experts should be activity engaged in this critical work. Any new or supplemental training programs must be in compliance with minimum federal compliance requirements.
- f. **Task 6:** Evaluate **current** peer-to-peer prevention Title IX/DHR prevention education program that includes student training and employee professional development
- i. **Fiscal impact:** Staff time and budget for (4) peer educators estimated student assistant / work study dollars \$10K each = \$40k; research unpaid internships as an option
  - ii. **Project leader:** Prevention and Education Chair
  - iii. **Partners:** Student Affairs, Human Resources, EODR, WellCat Counseling, Safe Place, FAAF.
  - iv. **Alternative Implementation or Barriers to Progress:** Selecting coordinator, funding students/coordinator
  - v. **Status:** Initiated in fall 2023 but will ramp up in spring 2024.
- g. **Task 7:** Identify training and professional development needs for additional employee groups that may be on the receiving end of Title IX/DHR cases (such as CDO Office, Affinity Groups, student employees, new faculty/staff hires, etc.)
- i. **Fiscal impact:** N/A
  - ii. **Project leader(s):** Training and Education Subcommittee, AVP of EODR and Title IX Training Coordinator
  - iii. **Partners:** Chancellor’s Office, Faculty Affairs and Success, Title IX, Safe Place, Counseling, HRSC/Director of Professional Development
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2024

### Phase 3 (Fall 2024)

1. **Continue curriculum development and assessment, including training Peer Educators on prevention education evidence-based curriculum, programming assessment using CatsConnect, and promoting/implementing a 2024 Chico Speaks Survey.**
  - a. **Task 1:** Learning Community will pilot curriculum with current opportunities identified in Stage 1 and implement evaluations for assessment and feedback
    - i. **Fiscal impact:** TBD
    - ii. **Project leader:** TBD
    - iii. **Partners:** EODR, Faculty, FAAF, School of Social Work, Department of Public Health and Health Services Administration, WellCat Counseling Center, University Communications, Prevention Education Coordinator.
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** Fall 2024
  - b. **Task 2:** Train Peer Educators in facilitating Title IX/DHR curriculum, training, workshops, events, programs, in using CatsConnect for tracking data, surveys/feedback, and in the promoting the climate survey across campus
    - i. **Fiscal impact:** TBD
    - ii. **Project leader:** TBD
    - iii. **Partners:** Title IX
    - iv. **Alternative Implementation or Barriers to Progress:** TBD
    - v. **Status:** Fall 2024
  - c. **Task 3:** Implement Chico Speaks Survey across campus
    - i. **Fiscal impact:** \$5,000
    - ii. **Project leader:** TBD
    - iii. **Partners:** EODR, Safe Place, Title IX/DHR peer educators, University Communications
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** Fall 2024
2. **Create marketing and communications to uplift the reach and effectiveness of prevention education.**
  - a. **Task 1:** Create a campuswide marketing campaign that includes awareness of trainings offered, workshops, events, programs, tabling, and services available with an emphasis on peer-to-peer approach
    - i. **Fiscal impact:** TBA
    - ii. **Project leader:** Prevention Education Coordinator
    - iii. **Partners:** UCOMM, EODR, Communications Subcommittee
    - iv. **Alternative Implementation or Barriers to Progress:** N/A

- v. **Status:** Spring 2025

#### Phase 4 (Spring 2025)

### 3. Utilize campus feedback to improve curriculum, peer-to-peer education, and prevention and education programming.

- a. **Task 1:** Adjust curriculum and process to align with feedback from pilot semester
  - i. **Fiscal impact:** TBD
  - ii. **Project leader:** AVP for EODR
  - iii. **Partners:** Learning Community(s)
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2025
  
- b. **Task 2:** Pilot peer-to-peer education programming using CatsConnect for surveys/feedback
  - i. **Fiscal impact:** TBA
  - ii. **Project leader:** Prevention Education Coordinator
  - iii. **Partners:** EODR, Safe Place, UCOMM, Student Life and Leadership
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2025
  
- c. **Task 3:** Build out program based on Chico Speaks survey results, and prevention and outreach training and assessment data
  - i. **Fiscal impact:** TBA
  - ii. **Project leader:** Prevention Coordinator
  - iii. **Partners:** EODR, UCOMM, FSA/SOLE/WREC
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2025

### 4. Enhance marketing and communications to uplift the reach and effectiveness of prevention education.

- b. **Task 1:** Enhance the campuswide marketing campaign that includes awareness of trainings offered, workshops, events, programs, tabling, and services available with an emphasis on peer-to-peer approach
  - vi. **Fiscal impact:** TBA
  - vii. **Project leader:** Prevention Education Coordinator
  - viii. **Partners:** UCOMM, EODR, Communications Subcommittee
  - ix. **Alternative Implementation or Barriers to Progress:** N/A
  - x. **Status:** Spring 2025
  
- c. **Task 2:** Review and update prevention and education website to ensure accurate, accessible information is displayed to access information and trainings on campus
  - i. **Fiscal impact:** Staff time



- ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** EODR; Web Services; Prevention Education Coordinator
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** UCOMM is already in the process of analyzing website materials and will work strategically with Prevention and Education to see how this can be aligned.
- d. **Task 3:** Produce annual report of first semester pilot program and first semester of implementation program progress, including outcomes, population reached, and resources needed, as well as assessment of practices, effectiveness of curriculum, and feedback provided by students, faculty, and staff regarding the process to align with transparent practices.
- i. **Fiscal impact:** Staff Time
  - ii. **Project leader:** Prevention Education Coordinator & Prevention Education Subcommittee Lead
  - iii. **Partners:** EODR, Communications Subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** This work may be done in the tandem with the greater Title IX/DHR Annual Report that is in progress by the Communications Subcommittee
  - v. **Status:** Spring 2025

## Infrastructure and Resources Subcommittee Plan

The Infrastructure and Resources Subcommittee plan aims to strengthen our Title IX/DHR program by strategically addressing key recommendations outlined on paged 38-39 of the Chico State Cozen O’Conner report. This phased approach centers on budget allocation to sustain current initiatives and bolster ongoing efforts. With a focus on personnel, infrastructure, records management, general oversight of Title IX/DHR activities, and continuous training for campus leadership and Title IX professionals, this plan endeavors to create a robust and comprehensive framework to ensure the well-being of our campus community.

### Phase 1 (Fall 2023)

1. **Personnel Infrastructure: Ensure sufficient staffing in the EODR Office to cover all core functions (intake and initial outreach, case management, investigations and hearings, informal resolution, sanctions and remedies, prevention and education, training, data entry and analysis, compliance, and other administrative tasks).**
  - a. **Task 1: Separate Staff Labor Relations unit from Title IX/DHR and launch recruitments for vacant positions in Title IX/DHR office.**
    - i. **Fiscal impact:** \$352,512 (salary for AVP of EODR and Investigator)
    - ii. **Project leader:** AVP of Human Resources
    - iii. **Partners:** Human Resources Services Center
    - iv. **Alternative Implementation or Barriers to Progress:** Recruitment for staff with specialized skills in Title IX/DHR may be difficult.
    - v. **Status:** Launch search for personnel needs currently identified

1. Director of Alternative Dispute Resolutions – TASK COMPLETE. Hired Seya Lumeya in August 2023
  2. AVP for EODR (Title IX Coordinator/DHR Administrator) – TASK COMPLETE. Hired Erika Romo in January 2024
  3. Admin. Support Staff – TASK COMPLETE. Hired Julia Lape
  4. Promote current Investigator to Deputy Title IX Coordinator/DHR Administrator/Investigator for continuity of operations – TASK COMPLETE. Promoted Jay Blando
  5. Investigator (identified as need in 10/23) – TASK COMPLETE. Hired Holly Aiello (started February 5, 2024)
  6. Director of Staff Labor Relations – TASK COMPLETE. Hired Jim Hanlon in January 2024
- b. **Task 2:** Review other four iTeam subcommittees’ plans to identify additional staffing needs in EODR Office to cover additional core functions, placing special emphasis on prevention, education, and training, etc.
- i. **Fiscal impact: \$235,000**
  - ii. **Project leader:** AVP for EODR
  - iii. **Partners:** Human Resources Services Center
  - iv. **Alternative Implementation or Barriers to Progress:** Recruitment for staff with specialized skills in Title IX/DHR may be difficult.
  - v. **Status:** Positions identified as necessary as of November 2023:
    1. Training Coordinator – position description and placement within organizational structure to be determined (\$105,000)
    2. Student Ambassadors and peer-to-peer coaches – to assist with training and advocacy work. The model of utilizing student ambassadors and peer-to-peer coaches needs development for fiscal impact to be evaluated (\$40,000)
    3. Intake Specialist – position description development pending (\$90,000)
    4. Other – additional consideration will be given to staffing needs as the Implementation Plan evolves.
2. **Assess physical infrastructure to see if alternate locations should be considered with a goal of developing a trauma-informed space for the office of EODR.**
- a. **Task 1:** Assess the physical location of the EODR office to see if it is sufficiently housed on campus and/or creates barriers to reporting. The goal is to provide a safe, accessible, confidential, and trauma-informed space.
    - i. **Fiscal impact: \$20,000 (estimated)**
    - ii. **Project leader:** Infrastructure and Resources Subcommittee
    - iii. **Partners:** Campus Facilities Use (CFU) Committee, Implementation Team
    - iv. **Alternative Implementation or Barriers to Progress:** Barriers to progress may simply be lack of available space on campus.
    - v. **Status:** Team sought feedback from our campus community in three separate forums: (1) Restorative Circles on November 14, (2) Chico Implementation Team Campus Open Session on November 29, and (3) campuswide survey in fall 2023. An informational meeting was held to alert a

representative from CFU of possible space needs for EODR, which includes at minimum: office suite with 4 private offices, 1-2 semi-private offices, space for administrative support, and a meeting room.

**vi. Considerations:**

- Based on the feedback received in fall 2023, explore decentralization of the Title IX/DHR “intake” process. Consideration should be given to the placement of intake specialists in University Housing, WellCat Health Center, college student success centers, etc.
- Space considerations include: confidentiality, a space that is closer in proximity to collaborators, a space that is welcoming, ensuring we are not “outing” anyone for visiting Title IX/DHR because of space selection, ensuring the space is not overly student-centered so all campus community members feel welcomed (faculty, staff, and students). Feedback received from focus groups: consider Meriam Library and the 4<sup>th</sup> floor of the Student Services Center. Participants in focus groups expressed concern that the Kendall Hall location can be imposing. Additional feedback included a request to embed a counselor either in the Title IX/DHR suite or in proximity.
- Consideration will be given to expanding office hours to support non-traditional students, etc. This also provides TitleIX/DHR staff with work flexibility

**Phase 2 (Spring 2024)**

**1. Identify fiscal needs to carry out the plan.**

- a. **Task 1:** Continue to review iTeam subcommittees’ plans to identify one-time and base funding needs and submit to the President for review and consideration before May 2024. Include cost of additional staffing, training and professional development, any costs associated with the physical infrastructure, and Title IX/DHR staff self-care needs.
  - i. **Fiscal impact:** Initial assessment: **\$643,512 (additional base funding increase requested; one-time costs not included)**
  - ii. **Project leader:** AVP of EODR
  - iii. **Partners:** University Budget Office, Implementation Team
  - iv. **Alternative Implementation or Barriers to Progress:** Financial resources
  - v. **Status:** Initial assessment completed (see Estimated Financial Cost report, Appendix I).

**2. Address physical infrastructure through campus planning process.**

- a. **Task 1:** Develop space requirements to submit to Campus Facilities Use (CFU) Committee.
  - i. **Fiscal impact:** N/A
  - ii. **Project leader:** Infrastructure and Resources Subcommittee and AVP of EODR
  - iii. **Partners:** Campus Facilities Use (CFU) Committee
  - iv. **Alternative Implementation or Barriers to Progress:** Barriers to progress may be lack of available space on campus.

v. **Status:** Spring 2024

**3. Identify training and professional development needs of campus leaders and Title IX/DHR professionals; assess existing training and opportunities for enhancement.**

- a. **Task 1:** Identify training needs for new vice presidents, deans, and MPPs.
- i. **Fiscal impact:** TBD
  - ii. **Project leader(s):** AVP of EODR and Training Coordinator
  - iii. **Partners:** Chancellor's Office, Faculty Affairs and Success, Title IX, Safe Place, Counseling, HRSC/Director of Professional Development
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Vice President for Business and Finance and the Director of Alternative Dispute Resolution attended Title IX/DHR training conducted by the CO in October 2023. Additional training to be conducted during new-hire onboarding. Additional training/needs assessment to be conducted spring 2024.

- a. **Task 2:** Identify additional and ongoing training and professional development needs for Title IX/DHR employees, taking into consideration CO expectations, federal compliance, and stated needs.
- i. **Fiscal impact:** N/A.
  - ii. **Project leader:** AVP for EODR and Title IX Training Coordinator
  - iii. **Partners:** Chancellor's Office, Faculty Affairs and Success, Title IX, Safe Place, Counseling, HRSC/Director of Professional Development
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Conduct assessment of additional training needs during spring 2024.

- b. **Task 3:** Implement the expectation of regular self-care time for Title IX/DHR staff and encourage the same for other departments managing difficult matters (WellCat Counseling and Safe Place for instance).

- i. **Fiscal impact:** \$5,000
- ii. **Project leader:** AVP of EODR
- iii. **Partners:** Title IX staff, Safe Place, counselors
- iv. **Alternative Implementation or Barriers to Progress:** N/A
- v. **Status:** Spring 2024

**4. Ensure adequate supervisory model that includes a routine cadence of supervisory meetings, guidance about how to ensure effective oversight and accountability measures, and appropriate level of detail for review, development, integration and tracking of decision-making frameworks, and balancing implementers' independence and autonomy with the need to identify and elevate critical issues and concerns about safety/risk.**

- a. **Task 1.** Ensure adequate supervisory model to ensure routine cadence of supervisory meetings between VPBF and AVP, EODR.
- i. **Fiscal impact:** N/A
  - ii. **Project leader:** AVP of Human Resources and AVP for EODR

- iii. **Partners:** N/A
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** The VPBF meets regularly with the Interim AVP and the Deputy Title IX Coordinator/DHR administrator. Ensure that regular one-on-one meetings with the AVP and EODR are written into the scope of work for all future VPBF. VPBF should be directed to provide regular updates to the President. All reports/complaints that fall within the following categories must be reported to the Vice Chancellor for Human Resources (currently Leora Freedman) and our assigned CO Title IX/DHR Liaison (currently Laura Hanson).
    - All reports/complaints that implicate CSU’s Nondiscrimination Policy or constitute allegations of unprofessional or other conduct of concern against a president, vice president, athletics director, or police chief; and
    - All reports/complaints involving allegations of sexual violence (sexual misconduct or dating or domestic violence) perpetrated by or against any member of the University community.
- b. **Task 2.** Review the membership and charge of the Title IX oversight committee to ensure proper guidance, oversight, and accountability measures are in place to ensure the Title IX functions are effective, timely, and meeting the needs of the campus community.
- i. **Fiscal impact:** N/A
  - ii. **Project leader:** AVP for EODR
  - iii. **Partners:** N/A
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2024

### Phase 3 (Fall 2024)

1. **Initiate training and professional development of campus leaders and Title IX/DHR professionals.**
  - a. **Task 1:** In late spring 2024 and early fall 2024, training and professional development will be provided to new VPs, Deans, MPP, Affinity Groups, CDO office, and Title IX/DHR professionals.
    - i. **Fiscal impact:** Staff time only
    - ii. **Project leader:** AVP of EODR and Training Coordinator (if hired by this time)
    - iii. **Partners:** Director of Professional Development, Faculty Affairs and Success, Title IX, Safe Place, Counseling, HRSC/Director of Professional Development
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** Fall 2024. Individual(s) selected to conduct training sessions – TBD.
2. **Physical infrastructure and rebranding of Title IX/DHR Office.**

- a. **Task 1:** Relocate Title IX/DHR office or refresh existing space.
  - i. **Fiscal impact:** \$30,000 estimate
  - ii. **Project leader:** AVP of EODR
  - iii. **Partners:** Facilities Management Services (FMS)
  - iv. **Alternative Implementation or Barriers to Progress:** Availability of FMS staff
  - v. **Status:** Refer to Phase 1 (Fall 2023, Goal 2, Task 1) for additional information.
  
- b. **Task 2:** Consider rebranding Title IX/DHR office (office name, logo, outreach marketing, etc.).
  - i. **Fiscal impact:** N/A
  - ii. **Project leader:** AVP of EODR
  - iii. **Partners:** TBD, Communications Subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Discussions have not started yet.

#### Phase 4 (Spring 2025)

##### 1. Continue to refine training and professional development.

- a. **Task 1:** Assess success of fall 2024 training and professional development programs for campus leaders and Title IX/DHR Professionals and continue to refine.
  - i. **Fiscal impact:** Staff time only
  - ii. **Project leader:** AVP of EODR and Training Coordinator (if hired by this time)
  - iii. **Partners:** HRSC/Director of Professional Development, FAAF, EODR, Safe Place, Counseling.
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2025

##### 2. Systems Infrastructure: Chico State will continue to refine use of Maxient, Enterprise-level case management system, and develop protocols for consistent collection and retention of data.

- a. **Task 1:** Develop protocols for use of Maxient, including regular auditing intervals.
  - i. **Fiscal impact:** Staff time only
  - ii. **Project leader:** AVP of EODR
  - iii. **Partners:** All users of Maxient, Strengthening Internal Protocols Team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2025
  
- b. **Task 2:** Upgrade compliance-related records management systems in Human Resources, FAAF, and Student Rights to include implementation of Maxient.
  - i. **Fiscal impact:** Staff time only
  - ii. **Project leader:** HRSC, FAAF, Student Rights
  - iii. **Partners:** All users of Maxient, Strengthening Internal Protocols Team

- iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2025
3. **Funding: Chico State will explore grant opportunities to assist with funding the initiatives outlined in this implementation plan.**
- a. **Task 1:** Review VAWA grant opportunities provided by the Department of Justice and grant opportunities provided by NASPA (Culture of Respect collective).
    - i. **Fiscal impact:** Staff time only
    - ii. **Project leader:** AVP of EODR
    - iii. **Partners:** To be determined
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** Spring 2025

## Other Conduct of Concern Subcommittee Plan

The plan put forth by the Other Conduct of Concern Subcommittee addresses behavior that may not necessarily fall under protected status of discrimination or harassment but could still disrupt the learning, living, or working environment and violate other University policies as outlined on the Chico State Cozen O'Connor report pages 47-48. The initial phase entails creating a set of communal agreements that establishes expectations for how members of the Chico State community should treat one another. Additionally, the development of conflict resolution mechanisms, restorative approaches for remedial actions regarding culture and climate, targeted prevention and education programming, and ongoing management of issues of concern.

### Phase 1 (Fall 2023)

#### 1. Develop a Statement of Expectation for Chico State

In conjunction with the Chancellor's Office and CSU's Office of General Counsel, develop a statement of conduct that addresses unprofessional conduct, abusive conduct, microaggressions, act of intolerance, disruptive behavior, free speech and academic freedom, and professionalism.

- a. **Task 1:** Research and discuss other institutions' statements of expectation on these and related matters.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Other Conduct of Concern Subcommittee members
  - iii. **Partners:** Implementation team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** A draft has been shared and is now awaiting feedback.
  
- b. **Task 2:** Draft Statement of Expectations
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Other Conduct of Concern Subcommittee members
  - iii. **Partners:** Implementation Team review.
  - iv. **Alternative Implementation or Barriers to Progress:** The Chancellor's Office is also working on developing policy and other systems to address "other conduct of concern."

- v. **Status:** The document has been nearly finalized. As this statement applies to our entire Chico State community, feedback from the whole implementation team and other key campus stakeholders is important.
2. **Develop a plan to educate and train the campus community in conflict resolution and restorative justice.**
    - a. **Task 1:** Develop a pilot program to strengthen and expand available competencies regarding conflict resolution, navigating interpersonal conflict, restorative justice, and other forms of remedial responses.
      - i. **Fiscal impact:** (Don't have an exact cost yet)
      - ii. **Project leader:** Other Conduct of Concern Subcommittee members
      - iii. **Partners:** Prevention and Education Subcommittee, Communications Subcommittee
      - iv. **Alternative Implementation or Barriers to Progress:** This is not a barrier, but we have put together a proposal and PowerPoint on conflict training, which, if accepted, would help achieve these goals.
      - v. **Status:** Ongoing.

## Phase 2 (Spring 2024)

1. **Continue to Advance Statement of Expectation**
  - a. **Task 1:** Engage campus community to provide feedback and refine the draft Statement of Expectations, and submit statement through any formal channels of approval for adoption
    - i. **Fiscal impact:** Staff time
    - ii. **Project leader:** Other Conduct of Concern Subcommittee members
    - iii. **Partners:** Implementation team
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** Spring 2024
2. **Invest in pilot training and education about conflict resolution and restorative justice**
  - a. **Task 1:** Roll out a pilot training program with small group consisting of supervisors, managers, deans, and department chairs to meet the needs of assigned roles.
    - i. **Fiscal impact:** N/A
    - ii. **Project leader:** Other Conduct of Concern Subcommittee members
    - iii. **Partners:** HR, Prevention and Education Subcommittee, HR and FAAF
    - iv. **Alternative Implementation or Barriers to Progress:** HR recently filled its Director of Professional Development role—Catina Swift starts February 12, 2024. We hope that by having someone in that role, these goals will be achieved.
    - v. **Status:** Ongoing.
3. **Developing disruptive/ civility guide maintained at Student Rights and Responsibilities**
  - a. **Task 1:** The Guide could be a solution/recommendation on how to handle disruptive concerns.



- i. **Fiscal impact:** N/A
- ii. **Project leader:** Other Conduct of Concern Subcommittee members
- iii. **Partners:** Student Rights and Responsibilities
- iv. **Alternative Implementation or Barriers to Progress:** Tracking the behavior in Maxient by having a reporting form specifically for disruptive behavior to capture the data.
- v. **Status:** Ongoing.

### Phase 3 (Fall 2024)

#### 1. Fully implement campuswide education and training about conflict resolution and restorative justice.

- a. **Task 1:** Full implementation of the pilot program to strengthen competencies of supervisors, managers, deans, and department chairs about conflict resolution, navigating interpersonal conflict, restorative justice, and other forms of remedial responses.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Other Conduct of Concern Subcommittee members
  - iii. **Partners:** Prevention and Education Subcommittee, HR and FAAF
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Ongoing.

#### 2. Implement Statement of Expectation

- a. **Task 1:** Utilize and elevate awareness of the Statement of Expectation, not only as a matter of policy but through a campaign to the campus community.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Other Conduct of Concern Subcommittee members
  - iii. **Partners:** Implementation team, Communications Subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Fall 2024

#### 3. Evaluate need for an Ombuds Office on campus.

- a. **Task 1:** Gather campus feedback and evaluate the purpose and need for having an Ombuds office on campus.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Other Conduct of Concern Subcommittee members
  - iii. **Partners:** Implementation team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** In fall 2024, as part of gathering feedback, the committee will evaluate who the Ombuds is for and what role they'd serve for our employees and whether the Ombuds be an additional confidential resource for support, or they would help to mediate concerns.

### Phase 4 (Spring 2025)

#### 1. Continue campuswide education and training about conflict resolution.

- a. **Task 1:** Continue to enhance the entire campus community’s competency about conflict resolution, navigating interpersonal conflict, restorative justice, and other forms of remedial responses.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Other Conduct of Concern Subcommittee members
  - iii. **Partners:** Prevention and Education Subcommittee, HR and FAAF
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** This work will be ongoing for the long-term.

## 2. Implement Statement of Expectation

**Task 1:** Utilize and elevate awareness of the Statement of Expectation, not only as a matter of policy but through a campaign to the campus community.

- i. **Fiscal impact:** Staff time
- ii. **Project leader:** Other Conduct of Concern Subcommittee members
- iii. **Partners:** Implementation team, Communications Subcommittee
- iv. **Alternative Implementation or Barriers to Progress:** N/A
- v. **Status:** This work will be ongoing for the long-term.

## Communications Subcommittee Plan

The goal of the Communications Subcommittee is to support the campus community’s immediate and ongoing needs as it relates to Title IX, DHR, and EODR by implementing marketing and website improvements, as well as initiating short- and long-term strategic communication plans by which to create greater awareness of policies and resources related to these programs. Additionally, this plan sets in place clear mechanisms by which to maintain transparency and accountability with the University’s internal and external stakeholders about Title IX and DHR at Chico State, as well as the progress of the Implementation Team as the University works to meet the recommendations of the Cozen O’Conner report.

### Phase 1 (Fall 2023)

#### 1. Develop Clear Annual Communication Plan for Title IX/DHR

Create goals, timeline, and identified tools for regular and new communications to campus to drive informed and collaborative communication to all University stakeholders and elevate awareness about Title IX and DHR, establishing a year-round calendar for communication activities and areas of responsibility.

- a. **Task 1:** Develop and Provide Implementation Team Communication Plan for Cozen to Chancellor.
  - i. **Fiscal impact:** Staff time only
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** All subcommittees within the Implementation Team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** We successfully drafted a plan, shared it with the subcommittees, and released to the Chancellor’s Office by the Oct. 27 deadline.

- b. **Task 2:** Identify strategic opportunities and partnerships for clear, accessible communication that meet the needs of community stakeholders and set timeline for implementation with identified tools.
  - i. **Fiscal impact:** Staff time only
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** EODR; Safe Place, Prevention and Education Subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** Not necessarily a barrier but the ongoing development of a marketing plan and updates to the website (which have phased development) will necessitate a “living plan” as additional opportunities for communication are identified.
  - v. **Status:** We are in progress and continue to release messaging to campus. Goal is to have official plan in place by spring 2024 semester.

## 2. Website Audit

Audit the existing website to identify gaps and room for improvement, while restructuring under a trauma-informed focus and meets the needs of all parties.

- a. **Task 1:** Audit the existing sites for Title IX and EODR to examine all content and identify missing information, any absence of context, and opportunities for improvement.
  - i. **Fiscal impact:** Staff time only
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** EODR Web Services
  - iv. **Alternative Implementation or Barriers to Progress:** Comprehensive campus website restructuring is underway, so full restructuring cannot be completed until fall 2024 or spring 2025; Some aspects of site content are mandated/controlled by CSU and cannot be changed/updated; Unable to implement a broader notice of nondiscrimination on the basis of all protected statuses because this policy is instituted at the systemwide level. Will require CSU action to resolve; Staff has personal safety concerns about including photos of individual staff on the website. However, direct email and phone lines are listed for all staff.
  - v. **Status:** We have successfully accomplished the following:
    1. Web content includes: notice of non-discrimination and a link to the Nondiscrimination Policy; how to make a report (to Title IX/DHR or UPD); on and off campus confidential resources; employee reporting responsibilities; and all hyperlinks are working.
    2. We are waiting on data from Web Services on existing user traffic to the site while continuing our analysis of existing content to better address how users are navigating the site and what areas to improve.

## 3. Gather Campus Feedback

Gather input from the campus community through restorative circles, a campus forum, and a campuswide survey (in addition to continued promotion of the [titleix@csuchico.edu](mailto:titleix@csuchico.edu) email address to engage with the committee), to inform our communication and marketing needs.

- a. **Task 1:** Plan, market, and hold in-person Restorative Circles (held on November 14, 2023) to begin the process of campus healing and making meaningful and impactful changes needed to strengthen our Title IX and other anti-discrimination policies, programs, and support systems.
  - i. **Fiscal impact:** \$2,600 (room reservations, catering, and marketing materials) in addition to staff time
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** Implementation Team co-chairs, Dr. Maleta Wilson, Restorative Justice facilitators, and the rest of the implementation team
  - iv. **Alternative Implementation or Barriers to Progress:** None
  - v. **Status:** With 38 people in attendance, including 10 facilitators and 12 iTeam members, each of the five circles lasted nearly two hours and generated heartfelt discussion and candid feedback that will be instrumental in implementing change on this campus, some of which is reflected in this plan.
  
- b. **Task 2:** In-person Campus Feedback Session held on November 29, 2023.
  - i. **Fiscal impact:** \$500 (room reservation and catering), plus staff time
  - ii. **Project leader:** Communications Subcommittee and co-chairs
  - iii. **Partners:** Implementation Team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** With about 40 people in attendance, the forum allowed the Implementation Team to share its progress and plans to date, while generating meaningful conversation and ideas that will be instrumental in implementing change on this campus, some of which is reflected in this plan.

## Phase 2 (Spring 2024)

### 1. Website Improvements

Continue the assessment, planned realignment, and consolidation of the Title IX and EODR websites by creating wireframes/new website architecture, drafting content, and getting necessary approvals to support an update with fall 2024 launch and additional improvements for spring 2025.

- a. **Task 1:** Complete assessment of existing site to identify gaps and opportunities for improvement, as well as examining other university Title IX websites to draw inspiration for our upgrades.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** EODR, Prevention & Education Subcommittee, and the rest of the Implementation Team
  - iv. **Alternative Implementation or Barriers to Progress:** It would be helpful if the Chancellor's Office provided any guidance on this, as many other campuses must be facing a similar issue. All campuses likely would benefit from toolkits or templates that would provide to content web framework.
  - v. **Status:** Requested web user data from Web Services in October 2023 and are continuing to evaluate gaps in existing content or lack of trauma-informed practices.

- b. **Task 2:** Content Production: Rewrite/produce copy for updated site that is trauma-informed and meets user needs.
  - i. **Fiscal impact:** Staff time
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** EODR, Prevention & Education Subcommittee, and the rest of the Implementation Team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2024

## 2. Marketing

Complete assessment of existing marketing materials and use best practices and campus feedback to develop a comprehensive marketing plan, including the development of collateral, and initiate production.

- a. **Task 1:** Complete assessment of existing materials to identify gaps and opportunities for improvement, as well as examining other university Title IX/DHR materials to draw inspiration for our campaigns.
  - i. **Fiscal impact:** None, staff time only
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** EODR, Prevention & Education Subcommittee, and the rest of the Implementation Team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2024
  
- b. **Task 2:** Content Production - Rewrite/produce a suite of marketing materials that elevate awareness about policies and resources related to Title IX and DHR, along with a comprehensive communications plan by which to leverage them.
  - i. **Fiscal impact:** \$5,000 (to produce marketing materials)
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** EODR, Prevention & Education Subcommittee, and the rest of the Implementation Team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2024

## 3. Annual Report

Initiate phased implementation of expanded Annual Report, starting with assessment on needs and opportunities and begin to make improvements for 2023-24 report, with continued changes for subsequent reports.

- a. **Task 1:** Review the existing report(s) and identify opportunities for improvements.
  - i. **Fiscal impact:** N/A
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** Title IX/Clery, Prevention and Education Subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** None. Expecting to receive additional guidance from the Chancellor's Office.
  - v. **Status:** Spring 2024

- b. **Task 2:** Initiate first round of improvements for the FY23-24 report, as a phased approach
  - i. **Fiscal impact:** N/A
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** Title IX/Clery, University Communications for content/design
  - iv. **Alternative Implementation or Barriers to Progress:** None
  - v. **Status:** Spring 2024

**Phase 3 (Fall 2024)**

- 1. **Website refresh launch: Launch refreshed, consolidated Title IX/EODR websites that are trauma-informed and that meet needs of all parties in line with complete realignment of University website.**
  - a. **Task 1:** Finalize content for and oversee the release of the new primary Title IX and DHR sites as well as any secondary webpages to support awareness and resources.
    - i. **Fiscal impact:** N/A
    - ii. **Project leader:** Communications Subcommittee
    - iii. **Partners:** EODR, Clery Director, the Prevention and Education Subcommittee, and Web Services
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** Fall 2024
- 2. **Marketing campaign launch: Roll out comprehensive marketing campaign to elevate awareness of Title IX/DHR Resources/Support/Services through digital communication, print marketing, video content, and in-person engagement.**
  - a. **Task 1:** Release Digital Communications, including but not limited to: email, social media, digital billboards, Canvas, and Cats Connect.
    - i. **Fiscal impact:** N/A
    - ii. **Project leader:** Communications Subcommittee
    - iii. **Partners:** EODR and University Communications
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** Fall 2024
  - b. **Task 2:** Roll out Print Marketing, including but not limited to flyers, posters, table-tents, sandwich boards, handouts, brochures, and stickers.
    - i. **Fiscal impact:** \$5,000
    - ii. **Project leader:** Communications Subcommittee
    - iii. **Partners:** EODR and University Communications
    - iv. **Alternative Implementation or Barriers to Progress:** N/A
    - v. **Status:** Fall 2024
  - c. **Task 3:** Produce and release a series of Title IX/DHR training and outreach videos.
    - i. **Fiscal impact:** N/A
    - ii. **Project leader:** Communications Subcommittee

- iii. **Partners:** CMT, University Communications
- iv. **Alternative Implementation or Barriers to Progress:** These videos may be accompanied with or replaced by personalized Chico State training videos, utilizing faculty expertise in curriculum and our own campus needs. Would benefit from guidance from the CO and development of toolkits for improving these videos to better meet user needs.
- v. **Status:** Fall 2024

**3. Continue with phased implementation/production of Annual Report**

- a. **Task 1:** Continue to evaluate and identify opportunities for enhanced reporting, ensure the collection of any necessary data/information
  - i. **Fiscal impact:** N/A
  - ii. **Project leader:** Communications Subcommittee
  - iii. **Partners:** EODR, Safe Place Prevention and Education Subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Fall 2024

**4. Utilize marketing materials and staffing resources to engage with campus community to elevate awareness and foster connectivity.**

- a. **Task 1:** Plan events, including but not limited to open sessions, tabling, open house, visibility tour/presentations
  - i. **Fiscal impact:** \$10,000
  - ii. **Project leader:** Communications Subcommittee and EODR
  - iii. **Partners:** Prevention and Education Subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Fall 2024

**Phase IV (Spring 2025)**

**1. Continue with ongoing review of practices, communication, and opportunities for improvement including gathering feedback from the campus community while engaging with Implementation Team to support their needs and updates.**

- a. **Task 1:** Maintain consistent communication with campus with opportunities for feedback.
  - i. **Fiscal impact:** N/A
  - ii. **Project leader:** Communications Subcommittee and EODR
  - iii. **Partners:** Prevention and Education Subcommittee, Implementation Team
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2025

**2. Utilize marketing materials and staffing resources to engage with campus community to assess impact of changes implemented by Implementation Team during Phases 1-3.**

- a. **Task 1:** Plan events, including but not limited to open sessions, tabling, open house, visibility tour/presentations
  - i. **Fiscal impact:** \$5,000
  - ii. **Project leader:** Communications Subcommittee and EODR
  - iii. **Partners:** Prevention and Education Subcommittee
  - iv. **Alternative Implementation or Barriers to Progress:** N/A
  - v. **Status:** Spring 2025



## Appendix I

### Estimated Financial Cost

The following is an assessment of financial needs as of December 15, 2023. It is anticipated that additional needs may be identified as this work carries forward and implementation tasks become more detailed and finalized.

DETAILS	ESTIMATED COST	NOTES
<b>CURRENT TOTAL BUDGET FOR EODR OFFICE</b>	<b>\$736,613</b>	Provided to the Chancellor's Office
Cost of Separating EODR from Staff Labor Relations	\$217,512*	Salary for new AVP, EODR. Recruitment complete.
Additional Staffing - Investigator	\$135,000*	Recruitment complete.
Additional Staffing - Intake Specialist	\$90,000*	Further evaluation of need required as well as development of a PD and position classification
Additional Staffing - Training Coordinator	\$105,000*	Development of a PD and position classification required
Additional Staffing - Peer Advisors/Advocates (Student Employees)	\$40,000	Budget limited (assumption that some students will be funded by work-study)
Faculty Reassigned Time (assist with Learning Community)	\$15,000/yr	
Faculty Reassigned Time (development of Chico-based training program)	\$15,000/yr	
Training Costs for New Title IX/DHR employees (see above) & employee self-care	\$11,000	\$1,500/annual per new employee (4 noted above) + \$5,000 for employee self-care
Travel	\$15,000	Travel needed to attend professional development activities
<b>TOTAL ESTIMATED INCREASE IN BASELINE FUNDING</b>	<b>\$643,512</b>	
<b>INITIAL ADDITIONAL ONE-TIME FUNDING ESTIMATES</b>		
Physical Space for Title IX Office	\$30,000*	Estimated cost for physical move of the Title IX office or for upgrades to existing location
Computers, etc for new staff	\$10,000	

Campus feedback and engagement	\$10,000	Hosting and marketing expenses
Marketing collateral and in-person engagement	\$20,500	Materials and activities to promote awareness/resources, and new forms
Recruitments	\$8,500	These costs have already been incurred.
Chico Speaks Survey	\$5,000	
<b>TOTAL ADDITIONAL ONE-TIME FUNDING ESTIMATES</b>	<b>\$84,000</b>	

*\*Includes maximum salary and 50% markup for cost of benefits*