



IMPLEMENTATION PLAN

In Response to Cozen O'Connor's Title IX and Discrimination, Harassment and Retaliation (DHR) Assessment



PREPARED BY

University Implementation Team | March 2024

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INTRODUCTION

The California State University (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 high-profile reports of sexual harassment and other misconduct within the CSU.

The Cozen O'Connor team visited all 23 campuses and the Chancellor's Office headquarters between July 2022 and April 2023, and administered a systemwide survey that garnered nearly 18,000 responses between December 2022 to February 2023. A report identifying core observations and recommendations for improvements at both the system and university levels was shared systemwide on July 17, 2023.

California State University, Chico (Chico State or University) received its individualized campus report on July 17, 2023, as well as information from a separate systemwide audit conducted by the California State Auditor. These reports have become a roadmap to guide our efforts. Upon receiving the recommendations from Cozen O'Connor and the Chancellor's Office, Chico State created an Implementation Team to evaluate, assess, and implement the Cozen O'Connor recommendations at Chico State. The team launched a website dedicated to cataloging the team's plan and progress.

IMPLEMENTATION TEAM

To facilitate the implementation of recommendations, Chico State formed the below Implementation Team to serve as an advisory, communications, and working group. Pursuant to guidance from the Chancellor's Office, our Implementation Team includes the Title IX Coordinator and DHR Administrator as subject matter experts; representative members of staff, faculty, and student leadership to provide community perspective and have visibility into progress on the recommendations; and, a member of senior leadership, who can assist with securing resources, removing operational roadblocks, and aligning institutional priorities.

The members of the Chico State Implementation Team include:

- Seema Sehrawat (co-chair) – Chief of Staff
- Erika Romo (co-chair) – Assistant Vice President of Equal Opportunity and Dispute Resolution
- Autumn Alaniz-Wiggins (2023–24), Chris Sullivan (2024–25) – Associated Students President
- Mahalley Allen – Vice Provost for Faculty Affairs and Success
- Janell Bauer – Department Chair, Journalism and Public Relations
- Katie Callahan – Student and Safe Space Peer Lead (2023-24)
- Lexi Coffman – Chico State Undergraduate Student
- Emma Contreras – Chico State Graduate Student
- Ines Duenas – Clinical Director, WellCat Counseling Center
- Ashley Gebb – Executive Director of University Communications
- Nathan Heggins Bryant – Assistant Professor, English
- Carly Hines – Chico State Graduate Student (2023-24)

- Emma Jewett – Basic Needs Project Case Manager
- Julia Lape – Administrative Support
- Seya Lumeya – Adaptive Dispute Resolution Director
- Scott Lynch – Director of Faculty Affairs Labor Relations
- Sawyer McAvoy – Advocate/Administrator, WellCat Safe Place
- Kendall Ross – Director, Recreational Sports
- Tim Sistrunk – Academic Senate Representative
- Erin A. Tarabini – Clery Director
- Maleta Wilson – Director, Student Rights and Responsibilities
- Sheryl Woodward – Associate Vice President for Human Resources

UNIVERSITY DEMOGRAPHICS AND POPULATION

The chart below reflects key metrics and demographic information for Chico State, as provided in the Cozen O'Connor report.

CALIFORNIA STATE UNIVERSITY, CHICO	
Location Information	
Location: Chico, CA (pop. 101,299) ⁱ	County: Butte County (pop. 207,303) ⁱⁱ
Locale Classification: Midsize City ⁱⁱⁱ	
University Information	
President: Gayle E. Hutchinson Ph. D. (July 2016–June 2023) Steve Perez (July 2023–present)	
Designations: Hispanic-Serving Institution (HSI) ^{iv}	
Enrollment as of Fall 2023	
Total Number of Students ^v	14,223
Student Ethnicity ^{vi}	
White	43%
Hispanic/Latino	37%
Asian	6%
Two or More Races	5%
Race and Ethnicity Unknown	4%
Black/African American	3%
International Student	2%
Native Hawaiian/Other Pacific Islander	<1%
American Indian/Alaska Native	<1%
Instructional Faculty ^{vii}	
Total Number of Faculty	923
Tenure-Track	49.2%
Lecturer	50.8%
Percent Full-Time ^{viii}	56.25%
Percent Part-Time	43.75%
Staff ^{ix}	
Total Number of Staff	952
Percent Full-Time	96.64%

PHASE 1	<ul style="list-style-type: none"> • Identify staffing needs in Title IX/DHR office. • Assess the physical location of Title IX/DHR office. • Identify funding needed to support the office.
PHASE 2	<ul style="list-style-type: none"> • Submit space needs. • Identify training needs for executive Leadership and Title IX/DHR staff. • Ensure routine cadence of supervision of AVP for Title IX/DHR (also known as EODR at Chico State).
PHASE 3	<ul style="list-style-type: none"> • Provide training to executive leadership, deans, MPP, and new staff and faculty hires.
PHASE 4	<ul style="list-style-type: none"> • Develop robust intake, outreach, and case management protocols. • Ensure consistent use of Maxient in HR, Faculty Affairs and Success (FAAF), and other units identified by the Strengthening Internal Protocols subcommittee.
Percent Part-Time 3.36%	

PLAN SUMMARY

The Cozen O’Connor recommendations for Chico State are divided into five areas: 1) Infrastructure and Resources; 2) Strengthening Internal Protocols; 3) Communications; 4) Prevention, Education, Professional Development, Training and Awareness; and 5) Responding to Other Conduct of Concern (where “Other Conduct of Concern” refers to reports of conduct that fall outside of the Nondiscrimination Policy).

The team organized its work into four phases, which 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.

INFRASTRUCTURE AND RESOURCES

To develop a project plan to address infrastructure and resource gaps related to Title IX and DHR programs, including whether the current physical location of the Title IX and DHR office (Kendall Hall) meets client needs. The Infrastructure and Resources Subcommittee plan aims to strengthen our Title IX/DHR program by strategically addressing key recommendations outlined on pages 38-39 of the Chico State Cozen O’Connor 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)

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).

Task 1. Separate Staff Labor Relations unit from Title IX/DHR and launch recruitments for vacant positions in Title IX/DHR office.

- Project Leader: AVP of Human Resources.
- Offices: Human Resources Services Center.
- Alternative Implementation or Barriers to Progress: Recruitment for staff with specialized skills in Title IX/DHR may be difficult.
- Status: Completed.
 - AVP for EODR (Title IX Coordinator/DHR Administrator) – TASK COMPLETE. Hired Erika Romo in January 2024.
 - Administrative Support Staff – TASK COMPLETE. Hired Julia Lape in September 2023.
 - Promoted past Investigator to Deputy Title IX Coordinator/DHR Administrator/Investigator for continuity of operations – TASK COMPLETE. Promoted Jay Blando. Jay Blando has since resigned.
 - Investigators – TASK COMPLETE. Hired Holly Aiello in February 2024. Hired Alex Duenas in August 2024)
 - Director of Staff Labor Relations – TASK COMPLETE. Hired Jim Hanlon in January 2024.
 - Director of Climate and Culture – TASK COMPLETE. Hired Seya Lumeya in August 2023.

Task 2. Review the other four Implementation Team subcommittees' plans to identify additional staffing needs in EODR Office to cover additional core functions, placing special emphasis on prevention, education, and training, etc.

- Project Leader: AVP for EODR
- Offices: Human Resources Services Center
- Alternative Implementation or Barriers to Progress: Recruitment for staff with specialized skills in Title IX/DHR may be difficult.
- Status: Completed.
- Training Coordinator – The position description for Director of Prevention and Education has been created and approved. The job has been posted as of late August 2024.
- 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 is pending hiring of Director of Prevention and Education. AVP of EODR and AVP of Student Affairs working in partnership to align the topics covered by current student peer educators in Student Affairs with needs and trends that EODR is seeing in their reports.
- Intake Duties– Completed. All EODR staff have been trained on support measures. EODR has re-structured the team and the processing of reports, to separate investigations from support services. This is primarily done by having one staff member as the main support service provider, and who is no longer assigned investigations.

Assess physical infrastructure to see if alternate locations should be considered with the goal of developing a trauma-informed space for the office of EODR.

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.

- Project Leader: Infrastructure and Resources Subcommittee
- Offices: Campus Facilities Use (CFU) Committee, Implementation Team
- Alternative Implementation or Barriers to Progress: Barriers to progress may simply be a lack of available space on campus.
- Status: Completed.
- Team sought feedback from our campus community in three separate forums: (1) Restorative Circles on November 14, 2023 (2) Chico Implementation Team Campus Open Session on November 29, 2023 and (3) campuswide survey in fall 2023. An informational meeting was held to alert a representative from Campus Facility Use (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.
- EODR has been approved to move to the Student Services Center. The new location is not overly student-centered, so all campus community members feel welcomed, and will be next to WellCat Safe Place and WellCat Counseling.

PHASE 2 (SPRING 2024)

Identify needs to carry out the plan.

Task 1. Continue to review Implementation Team subcommittees' plans for any additional needs and submit to the President for review and consideration if necessary, such as additional staffing, training and professional development, changes associated with the physical infrastructure, and Title IX/DHR staff self-care needs.

- Project Leader: AVP of EODR
- Project Offices: EODR, Implementation Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed. Additional need for training coordinator submitted to the President and approved. Project request submitted for new office and approved.

Address physical infrastructure through campus planning process.

Task 1. Develop space requirements to submit to Campus Facilities Use (CFU) Committee.

- Project Leader: Infrastructure and Resources Subcommittee and AVP of EODR
- Project Offices: Campus Facilities Use (CFU) Committee
- Alternative Implementation or Barriers to Progress: Barriers to progress may be lack of available space on campus.
- Status: Completed. Developed space requirements and submitted to CFU for review and approval. This move has been approved by CFU and the President's Cabinet and scheduled for 2025.

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

Task 1. Identify training needs for new vice presidents, deans, and MPPs.

- Project Leader(s): AVP of EODR and Training Coordinator
- Offices: Chancellor's Office, Faculty Affairs and Success, Title IX, Safe Place, Counseling, Human Resources Service Center (HRSC)/Director of Professional Development Alternative
- Implementation or Barriers to Progress: N/A
- Status: Completed. Training needs were identified. Upon hiring of new AVP of EODR, a training for MPPs, department chairs, and deans was held in spring 2024.

Task 2. Identify additional and ongoing training and professional development needs for Title IX/DHR employees, taking into consideration Chancellor's Office expectations, federal compliance, and stated needs.

- Project Leader: AVP for EODR and Title IX Training Coordinator
- Offices: Chancellor's Office, Faculty Affairs and Success, Title IX, Safe Place, Counseling, HRSC/Director of Professional Development
- Alternative or Barriers to Progress: N/A
- Status: Completed. EODR completed assessment of additional training needs. All EODR staff, including Informal Resolution facilitator and confidential advocate, attended Title IX conference in July 2024 hosted by Chancellor's Office. EODR staff also attended training on new regulations, and pregnancy accommodations, as well as participated in professional development courses as part of Chico State's Summer Learning Collaborative including a seminar on "Embracing Neurodiversity at Chico State." Additionally, all staff attended a training on staff wellbeing conducted by Director of WellCat Counseling. EODR investigators also attended training on conducting trauma-informed investigations.

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.

Task 1. Ensure adequate supervisory model to ensure routine cadence of supervisory meetings between Vice President of Business and Finance (VPBF) and AVP, EODR.

- Project Leader: AVP of Human Resources and AVP for EODR
- Offices: N/A
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed. The VPBF meets regularly one-on-one with the AVP of EODR and such meetings are written into the scope of work for all future vice presidents of Business and Finance. VPBF provides regular updates to the President. All reports/complaints that fall within specific categories are reported to the Vice Chancellor for Human Resources (currently Leora Freedman) and our assigned Chancellor's Office Title IX/DHR Liaison (currently Laura Anson). These categories include: 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.

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.

- Project Leader: AVP for EODR
- Offices: N/A
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed. Review of membership completed. Title IX Oversight Committee was temporarily suspended during Implementation Plan work as the same membership is actively participating in the Cozen Implementation Team to provide oversight and guidance for the EODR processes.

PHASE 3 (FALL 2024)

Initiate training and professional development of campus leaders and Title IX/DHR professionals.

Task 1. In late spring 2024 and early fall 2024, training and professional development will be provided to Title IX/DHR professionals and campus leaders, such as the new Vice President (VP), Deans, MPPs, Affinity Groups, and University Diversity Officer (UDO).

- Project Leader: AVP of EODR and Training Coordinator (if hired by this time)
- Offices: Director of Professional Development, Faculty Affairs and Success, Title IX, Safe Place, Counseling, HRSC/Director of Professional Development
- Alternative Implementation or Barriers to Progress: N/A
- Status: Partially completed and progress is ongoing.
- Vice President for Business and Finance and the Director of Alternative Dispute Resolution attended Title IX/DHR training conducted by the Chancellor's Office in October 2023.
- Training completed for Deans and MPPs on April 17, 2024.
- All Title IX/DHR professionals attended the Chancellor's Office Civil Rights Programming & Services Annual Conference on July 23-July 25. EODR has developed a training for the Provost, and University Diversity Officer for fall 2024. Professional Development was offered for all employees through the Summer Learning Series in Summer 2024.

Physical infrastructure and rebranding of Title IX/DHR office.

Task 1: Relocate Title IX/DHR office or refresh existing space.

- Project Leader: AVP of EODR
- Offices: Facilities Management Services (FMS)
- Alternative Implementation Barriers to Progress: Availability of FMS staff
- Status: In progress.
- A space has been identified with an expected move date in 2025. Refer to Phase 1 (Fall 2023, Goal 3, Task 1) for additional information

Task 2: Consider rebranding Title IX/DHR office (office name, logo, outreach marketing, etc.).

- Project Leader: AVP of EODR

- Offices: TBD, Communications Subcommittee
- Status: Partially completed and in progress.
- A survey was sent to the campus community with three potential taglines for the EODR office to assist with branding. The chosen tagline, "Your Voice. Your Rights. Our Commitment," will be featured in outreach marketing. University Communications is actively working on creating graphics and marketing materials featuring the selected tagline. Assessments on office name are being considered by the CO.

PHASE 4 (SPRING 2025)

Continue to refine training and professional development.

Task 1. Assess success of fall 2024 training and professional development programs for campus leaders and Title IX/DHR professionals and continue to refine.

- Project Leader: AVP of EODR and Director of Prevention and Education (if hired by this time)
- Offices: HRSC/Director of Professional Development, FAAF, EODR, Safe Place, Counseling
- Status: Spring 2025

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

Task 1. Develop protocols for use of Maxient, including regular auditing intervals.

- Project Leader: AVP of EODR
- Offices: All users of Maxient, Strengthening Internal Protocols Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed. With guidance from the Chancellor's Office, EODR has developed a Business Process Guide and Maxient User Guide for office procedures relative to data collection. EODR has implemented internal Maxient audits at regularly established intervals. The Chancellor's Office has also provided a Case Management guidance document which EODR has implemented.

Task 2. Upgrade compliance-related records management systems in Human Resources, FAAF and Student Rights to include implementation of Maxient.

- Project Leader: HR, FAAF, Student Rights and Responsibilities
- Offices: All users of Maxient, Strengthening Internal Protocols Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed. Human Resources, FAAF, and Student Rights all have access to and are utilizing Maxient. Maxient is now used for cross-departmental referrals, as well.

Funding: Chico State will explore grant opportunities to assist with funding the initiatives outlined in this implementation plan.

Task 1. Review Violence Against Women Act (VAWA) grant opportunities provided by the Department of Justice and grant opportunities provided by National Association of Student Personnel Administrators (NASPA) Culture of Respect Collective.

- Project Leader: AVP of EODR
- Offices: To be determined
- Alternative Implementation or Barriers to Progress: N/A
- Status: Spring 2025.

STRENGTHENING INTERNAL PROTOCOLS

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.

PLAN SUMMARY - STRENGTHENING INTERNAL PROTOCOLS

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

PHASE 1 (FALL 2023)

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.

Task 1. Collaboration between EODR and FAAF.

- Project Leader: AVP for EODR
- Offices: Vice Provost for Faculty Affairs and Success, Director of Faculty Affairs Labor Relations, Director of Adaptive Dispute Resolution, EODR Investigators, and UPD as appropriate

- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- 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.

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.

- Project Leader: AVP of EODR
- Offices: Faculty Affairs and Success, EODR, Staff Labor Relations, Human Resources, Student Affairs, Risk Management, Office of General Counsel
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- EODR expanded the multidisciplinary team to include additional members. The MDT includes representatives from faculty labor relations and staff labor relations, student conduct, student affairs, human resources, faculty affairs, UPD, EODR and investigators, campus counsel, and other relevant campus partner offices as needed. The AVP of EODR adds notes and information regarding relevant issues, cases, and next steps into the shared Maxient case management system to 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.
- Prior to MDT meetings, the AVP of EODR securely provides basic information as needed to MDT members to enable MDT members to bring forward relevant information known to them at the meetings.
- To ensure confidentiality, Maxient groups are restricted to their specific departments.
- Periodic emails are sent to remind group leaders to remove or restrict group membership.
- At MDT meetings, members consult about decisions, next steps, emergency actions, administrative leaves, supportive measures, and other appropriate actions in response to reports and incidents.
- The AVP of EODR documents the factors considered by MDT members in making key decisions and recommendations, including the impact of such decisions.
- The MDT, led by the AVP of EODR, works with Prevention and Education Subcommittee partner offices to share information and knowledge about legal and regulatory requirements, relevant policy, and other considerations with University partner offices.

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 Memorandum of Understanding (MOU) or other formalized agreement that memorializes the process for disciplinary recommendations or considerations from Title IX to appropriate Management Personnel Plan employees (MPPs).

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.

- Project Leader: AVP for EODR, Vice Provost for Faculty Affairs and Success, AVP for Human Resources, AVP for Student Support Programs
- Offices: Director of Faculty Affairs Labor Relations, Director of Adaptive Dispute Resolution, EODR Investigators, Director of Staff Labor Relations, Director of Student Rights and Responsibilities
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- 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 an EODR finding. This partnership was expanded to include Staff Labor Relations and Student Rights and Responsibilities.

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.

Project Leader: AVP for EODR, Vice Provost for Faculty Affairs and Success, AVP for Human Resources, AVP for Student Support Programs

- Offices: Director of Faculty Affairs Labor Relations, Director of Adaptive Dispute Resolution, EODR Investigators, Director of Staff Labor Relations, Director of Student Rights and Responsibilities
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- EODR has MOUs with Faculty Affairs, Human Resources and Student Rights and Responsibilities that memorializes the process whereby EODR would provide written discipline recommendations or considerations. To close the loop, campus partners report back to the AVP for EODR about any discipline imposed.

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 partners so campus offices can work collaboratively and effectively to document and share information, allowing for quality decision-making, analysis, and review.

Task 1. Consistent use of Maxient case management system across the University.

- Project Leader: Vice Provost for Faculty Affairs and Success and AVP for Human Resources
- Offices: Compliance Investigator with EODR and AVP for EODR
- 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.
- Status: Completed.
 - Faculty Affairs and Human Resources utilize the Maxient case management system to work collaboratively and effectively on document information. Other departments, including University Housing, University Police Department (UPD), and Student Rights and Responsibilities, also utilize the Maxient case management system.
 - These offices enter 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.

- With guidance from the Chancellor's Office, EODR has adopted recordkeeping best practices to ensure the University has consistent, informed, and effective documentation of Title IX/DHR cases in Maxient.
- With guidance from the Chancellor's Office, for cases relevant to EODR, EODR uses a checklist for case opening and closing to ensure all relevant documents, correspondence, and information is preserved.
- EODR periodically evaluates its case data for quality assurance reviews and for information about how to best achieve efficient decision making, analysis, and review.
- EODR migrated all historical DHR reports and Title IX reports into the Maxient case management system.

PHASE 2 (SPRING 2024)

Map Title IX/DHR case resolution process from reporting and intake to investigation and resolution.

Task 1. Determine best practices for Title IX/DHR case resolution process.

- Project Leader: AVP for EODR
- Offices: 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
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- The Chancellor's Office has shared guidelines on best practices for case resolution process. EODR has implemented all guidelines and continues to monitor for gaps.

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.

- Project Leader: AVP for EODR
- Offices: 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
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- With guidance from the Chancellor's Office, EODR has reviewed its practices to determine areas of improvement in areas such as timeliness, conflicts, gaps in administration, and gaps in consistent process, as well as have built this into their business process and guide and processes.

Task 3. Identify, map, and reconcile intersections with faculty/staff grievance and disciplinary processes.

- Project Leader: AVP for EODR, AVP for Human Resources, and Vice Provost for Faculty Affairs and Success
- Offices: Vice Provost for Faculty Affairs, AVP for Human Resources, AVP for EODR, Director of Faculty Affairs Labor Relations, Director of Staff Labor Relations
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.

- Both Human Resources/Staff Labor Relations and Faculty Affairs have documented the grievance process for staff and faculty, respectively in their MOUs with EODR, and to ensure appropriate intersections with Title IX/DHR on relevant cases.

Evaluate barriers to reporting and engagement.

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 Equal Opportunity and Dispute Resolution (EODR). Ensure the Title IX/DHR notice is linked to Athletics, Admissions, and Chico State homepage in the footer of each page.

- Project Leader: Strengthening Internal Protocols Subcommittee, Communications Subcommittee and EODR
- Offices: 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
- Alternative Implementation or Barriers to Progress: A comprehensive refresh to the website is coming in the future so implementation may be phased.
- Status: In progress.
- The website refresh is pending, which will result in consolidating our EODR and Title IX websites. Other pages are also undergoing website updates.
- Title IX/DHR Notice link to Athletics, Admissions and Chico State Homepage is complete.
- The University already has in place an online and [anonymous reporting tool](#).

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

- Project Leader: AVP for EODR
- Offices: 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
- Alternative Implementation or Barriers to Progress: N/A.
- Status: Completed.
- A reporting tool was developed and implemented. Additionally, EODR changed the settings to the Maxient reporting tool to allow for anonymous reporting in order to reduce that barrier to reporting. EODR changed its outreach process, including using different modalities to reach complainants. Support services were shifted to a different EODR staff member to separate support from investigations and be less intimidating to have initial contact from an investigator.

PHASE 3 (FALL 2024)

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

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 Climate and Culture, the Clery Director and Compliance Investigator, and the Confidential Administrative Support staff.

- Project Leader: AVP for EODR and AVP for Human Resources
- Offices: N/A
- Alternative Implementation or Barriers to Progress: Successful hiring of key personnel and funding
- Status: Completed.
- Hired additional key staff including AVP, two investigators, Director of Climate and Culture, Clery Director and Compliance Investigator, and Confidential Administrative Support staff.
- Intake specialist role is fulfilled by Clery Director offering support, and all EODR staff are cross-trained to offer support when necessary.

Task 2. Separate support and intake functions from investigation. Coordinate 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.

- Project Leader: AVP for EODR
- Offices: Strengthening Internal Protocols Subcommittee. Infrastructure and Resources Subcommittee
- Alternative Implementation or Barriers to Progress: Successful hiring of key personnel and funding
- Status: Completed.
- Intake specialist role is fulfilled by Clery Director offering support, and all EODR staff are cross-trained to offer support when necessary.

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.

Task 1. Start evaluating current documents to determine where modifications should be made.

- Project Leader: The AVP for EODR will need to be involved
- Offices: Faculty Affairs and Success, Human Resources, Safe Place, Student Affairs, Communications Subcommittee and University Communications

- Alternative Implementation or Barriers to Progress: One of the recommendations from the Cozen O'Connor 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.
- Status: Completed.
- EODR has evaluated all current documents and modified for tone and content.

Task 2. Make edits to Title IX/DHR forms and documents to adjust for tone and content.

- Project Leader: AVP for EODR
- Offices: Faculty Affairs and Success, Human Resources, Safe Place, Student Affairs, Communications Subcommittee
- Alternative Implementation or Barriers to Progress: Chancellor's Office guidance about which forms to use
- Status: Completed.
- EODR has evaluated all current documents and modified for tone and content.

Develop a process to routinely collect post-resolution feedback from the parties and all impacted individuals.

Task 1. Develop process to collect post-resolution feedback from impacted individuals. Ask questions such as whether the parties understood the process, were kept adequately informed of the steps in the process, had the timeline explained adequately to them, and received communications about the process as it progressed.

- Project Leader: AVP for EODR; Communications Subcommittee, Safe Place
- Offices: Faculty Affairs and Success, Human Resources, Safe Place, Student Affairs, University Communications
- Alternative Implementation or Barriers to Progress: Chancellor's Office guidance
- Status: Completed.
- EODR developed an anonymous feedback survey for parties.

Evaluate barriers to reporting and engagement.

Task 1. Make supportive measures to complainants well known. Incorporate into internal protocols referral to Title IX/DHR campus process advisors to assist complainants and respondents through the process.

Project Leader: AVP for EODR, Prevention and Education Subcommittee, Strengthening Internal Protocols Subcommittee

- Offices: Communications Subcommittee, Chico State Implementation Team
- Alternative Implementation or Barriers to Progress: Training of facilitators/navigators
- Status: In progress.
- EODR has built into their process that information on supportive measures is included in writing at various stages.
- EODR has developed a training for campus process advisors for fall 2024.

PHASE 4 (SPRING 2025)

Develop a process to routinely collect post-resolution feedback from the parties and all impacted individuals.

Task 1. Make edits to Title IX/DHR process, forms, and other office functions based on post-resolution feedback.

- Project Leader: AVP for EODR
- Offices: Faculty Affairs and Success, Human Resources, Safe Place, Student Affairs, University Communications
- Alternative Implementation or Barriers to Progress: Chancellor's Office guidance
- Status: Spring 2025.

Develop robust intake, outreach, oversight, decision-making, and case management protocols and tools.

Task 1. Make necessary adjustments to current case management protocols based on feedback, best practices, and compliance considerations.

- Project Leader: AVP for EODR
- Offices: Chancellor's Office, Office of General Counsel, Strengthening Internal Protocols subcommittee, Chico Implementation Team, University Communications, Prevention and Education subcommittee
- Alternative Implementation or Barriers to Progress: Unknown
- Status: In progress.
- Adjusted case management protocols based on guidance from CSU Chancellor's Office and compliance considerations.
- EODR continues to incorporate feedback into its processes.

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.

- Project Leader: AVP for EODR, SafePlace and Chancellor's Office
- Offices: Chico Implementation Team, University Communications, Prevention and Education Subcommittee
- Alternative Implementation or Barriers to Progress: Unknown
- Status: Completed.
- EODR has created supportive measures templates.
- EODR regularly keeps confidential advocate informed on supportive measures being provided.

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.

- Project Leader: EODR
- Offices: Chico Implementation Team, University Communications, Infrastructure and Resources Subcommittee, Prevention and Education Subcommittee, Division of Information Technology (IT)

- Status: Completed.
- EODR developed a written graphic in coordination with University Communications which includes specific details about each step of the Formal Resolution (Investigation) process. EODR utilizes this graphic as a tool in intake meetings and throughout the investigative process through Status Updates.
- Monthly status updates are provided to all parties to an Investigation giving them details about the status of the process.

Task 4. Work with key campus partner offices 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.

- Project Leader: AVP for EODR
- Offices: 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
- Alternative Implementation or Barriers to Progress: Staff Time
- Status: Completed.
- EODR offers intake meetings to all Complainants identified in reports made to the office. It is the Complainant's choice whether or not they wish to meet with EODR to learn about the process and their rights and options.
- EODR always documents supportive measures offered and implemented and monitors for appropriateness.
- For instances of sex-based harassment, EODR is developing language in its templates regarding a party's right to request modification or reversal of a decision to provide, deny, modify, or terminate Supportive Measures applicable to them.
- EODR updated the confirmation receipt for clarity of process.
- EODR provides initial outreach via Maxient and if Complainants do not retrieve communications, EODR provides follow-up outreach via email and text message.

Oversight of investigations of quality, promptness, and equity.

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.

- Project Leader: AVP for EODR
- Offices: Chico Implementation Team, University Communications, Prevention and Education Subcommittee
- Alternative Implementation or Barriers to Progress: Unknown
- Status: Completed.
- EODR keeps track of timelines and deadlines through Maxient to complete the necessary timely tasks and ensure investigations are as timely as possible.
- EODR conducts internal audits for quality control.

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 Maxient to build in alerts to prompt the Title IX investigator to make outreach to parties and/or relevant campus partner offices.

- Project Leader: AVP for EODR
- Offices: EDOR office, Chico Implementation Team, University Communications, Prevention and Education Subcommittee
- Alternative Implementation or Barriers to Progress: Unknown
- Status: Completed.
- EODR keeps track of timelines and deadlines through Maxient to complete the necessary timely tasks and ensure investigations are as timely as possible.
- EODR conducts internal audits for quality control.

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 Senior Systemwide Director for Civil Rights Programing and Services, campus legal counsel, and the Vice President for Business and Finance as appropriate, prior to issuing the report.

- Project Leader: AVP for EODR
- Offices: EODR office, Chico Implementation Team, University Communications, Prevention and Education Subcommittee
- Alternative Implementation or Barriers to Progress: Unknown
- Status: Completed.
- This was incorporated in our business process guide.

COMMUNICATIONS

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 partners about Title IX and DHR at Chico State, as well as the progress of the Chico Implementation Team as the University works to meet the recommendations of the Cozen O'Connor report.

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

PHASE 1 (FALL 2023)

Develop a 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 partners and elevate awareness about Title IX and DHR, establishing a year-round calendar for communication activities and areas of responsibility.

Task 1. Develop and provide Implementation Team Communication Plan for Cozen O’Connor response to Chancellor.

- Project Leader: Communications Subcommittee
- Offices: All subcommittees within the Implementation Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- The Implementation Team successfully drafted a plan, shared it with the subcommittees, and released it to the Chancellor’s Office by the October 27 deadline.

Task 2. Identify strategic opportunities and partners for clear, accessible communication that meet the needs of community members, and set timelines for implementation with identified tools.

- Project Leader: Communications Subcommittee
- Offices: EODR, Safe Place, Prevention and Education Subcommittee
- 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.
- Status: Completed.
- The Implementation Team started releasing messaging to campus in fall 2023.

Website Audit

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

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.

- Project Leader: Communications Subcommittee
- Offices: EODR Web Services
- 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.
- Status: Completed. EODR has successfully accomplished the following:
 - 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; and employee reporting responsibilities. All hyperlinks are working.
 - EODR received 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.
 - EODR has a broader notice of nondiscrimination, and it is on the website.
 - Direct email and phone lines for staff have been included on the website.
 - EODR also added a Request a Training button.
 - EODR is also in process of uploading our Training Dashboard that showcases all the trainings it has conducted.

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 email address to engage with the committee) to inform our communication and marketing needs.

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.

- Project Leader: Communications Subcommittee
- Offices: Implementation Team co-chairs, Director of Student Rights and Responsibilities, Restorative Justice facilitators, and the rest of the Implementation Team
- Alternative Implementation or Barriers to Progress: None
- Status: Completed.
- With 38 people in attendance, including 10 facilitators and 12 Implementation Team 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.

Task 2. In-person Campus Feedback Session held on November 29, 2023.

- Project Leader: Communications Subcommittee and co-chairs
- Offices: Implementation Team

- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- With approximately 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)

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.

Task 1. Complete assessment of existing website to identify gaps and opportunities for improvement, as well as examining other university Title IX websites to draw inspiration for our upgrades.

- Project Leader: Communications Subcommittee
- Offices: EODR, Prevention & Education Subcommittee, and the rest of the Implementation Team
- 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 content web framework.
- Status: Completed.
- Completed assessment and reviewed other websites to draw inspiration. Reviewed web user data from Web Services in October 2023. Created blueprint for new website, and identifying content and/or developing new content for the new website.

Task 2. Begin Content Production - Rewrite/produce copy for updated site that is trauma-informed and meets user needs.

- Project Leader: Communications Subcommittee Chair and EODR
- Offices: EODR, Prevention & Education Subcommittee, and the rest of the Implementation Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: Partially complete and in progress.
- Started content production and it is being reviewed from a trauma-informed lens. Estimated date of completion is by spring 2025.

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.

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.

- Project Leader: Communications Subcommittee
- Offices: EODR, Prevention & Education Subcommittee, and the rest of the Implementation Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- Completed assessment of existing materials and examined materials from other schools for inspiration.

Annual Report

Initiate phased implementation of expanded Annual Report, starting with assessment on needs and opportunities and begin to make improvements for 2023-2024 report, with continued changes for subsequent reports.

Task 1. Review the existing report(s) and identify opportunities for improvements.

- Project Leader: Communications Subcommittee
- Offices: Title IX/Clery, Prevention and Education Subcommittee
- Alternative Implementation or Barriers to Progress: None. Expecting to receive additional guidance from the Chancellor's Office.
- Status: Completed.
- The prior reports were reviewed by AVP of EODR and had initial discussion with chair of communications subcommittee. We are waiting on additional CO guidance in our collaborative efforts to publicly share the data.

Task 2. Initiate first round of improvements for the annual report, as a phased approach.

- Project Leader: Communications Subcommittee Chair and EODR
- Offices: Title IX/Clery, University Communications for content/design
- Alternative Implementation or Barriers to Progress: None
- Status: Partially completed and in progress.
- Completed gathering data for Annual Report and submitted it to the Chancellor's Office. EODR will present the Annual Report data to the campus and campus community using a template provided by the Chancellor's Office to ensure consistency across all CSU campuses.

PHASE 3 (FALL 2024)

Marketing

Task 1. 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.

- Project Leader: Communications Subcommittee and EODR
- Offices: EODR, Prevention & Education Subcommittee, and the rest of the Implementation Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: In progress.
- Completed creation of materials including brochures, flyers, TV displays, and Instagram posts. Developing communications plan for distribution to campus community.

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.

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.

- Project Leader: Communications Subcommittee Chair and EODR
- Offices: EODR, Clery Director, the Prevention and Education Subcommittee, and Web Services
- Alternative Implementation or Barriers to Progress: N/A
- Status: In progress. Completed content for Title IX webpages with goal to launch new website no later than spring 2025.

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.

Task 1. Release digital communications

- Project Leader: Communications Subcommittee Chair and EODR
- Offices: EODR and University Communications
- Alternative Implementation or Barriers to Progress: N/A
- Status: In progress. Started in spring 2024 and will be ongoing, with goal to complete in spring 2025.

Task 2. Roll out print marketing

- Project Leader: Communications Subcommittee
- Offices: EODR and University Communications
- Alternative Implementation or Barriers to Progress: N/A
- Status: In progress. Content development is ongoing and closely tied to the content of the new website. To complete by spring 2025.

Task 3. Produce and release a series of Title IX/DHR training and outreach videos.

- Project Leader: Communications Subcommittee Chair and EODR
- Offices: Creative Media Technology (CMT), University Communications
- 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.
- Status: Working on scripts. Spring 2025.

Continue with phased implementation/production of Annual Report.

Task 1. Continue to evaluate and identify opportunities for enhanced reporting, ensure the collection of any necessary data/information.

- Project Leader: Communications Subcommittee
- Offices: EODR
- Alternative Implementation or Barriers to Progress: N/A

- Status: Completed.
- EODR has implemented “Charges and Issues” within Maxient, as of September 1, 2024, to effectively classify reported incidents and assist with data collection of the Annual Report.

PHASE 4 (SPRING 2025)

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.

Task 1. Maintain consistent communication with campus with opportunities for feedback.

- Project Leader: EODR
- Offices: EODR and Director of Prevention and Education
- Alternative Implementation or Barriers to Progress: N/A
- Status: Spring 2025.

Utilize marketing materials and staffing resources to engage with campus community to elevate awareness and changes implemented by Implementation Team during Phases 1–3.

Task 1. Participate in events, including but not limited to open sessions, tabling, open house, visibility tour/presentations.

- Project leader: EODR
- Offices: EODR and Director of Prevention and Education
- Alternative Implementation or Barriers to Progress: N/A
- Status: Spring 2025

PREVENTION, EDUCATION, PROFESSIONAL DEVELOPMENT, TRAINING AND AWARENESS

The Prevention and Education Subcommittee developed and proposed an initial plan 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’Connor report. One of the recommendations from the Cozen report was to designate one individual with specific oversight over University prevention and education planning and programming. Chico State is in the process of hiring a Director of Prevention and Education, who will lead training coordination efforts. Once this position is fulfilled, the Implementation Team will share the initial plan developed by this subcommittee. We will share the draft for further refinement and execution, as well as to include their voice and vision. Rest assured, Chico State is still committed to offering prevention programming and professional development training, and such trainings are still occurring. It is anticipated that the hiring of Director of Prevention and Education will be completed by the end of the Fall 2024 semester.

Summary of select recommendations:

Task 1. Research current resource inventory of what Title IX/DHR prevention education is happening on campus.

- Status: In progress.
- A current resource inventory was created and to be shared with the new Director of Prevention and Education for coordination of further efforts.

Task 2. Identify current opportunities for engagement on campus for students, staff and faculty to experience Title IX/DHR prevention education.

- Status: In progress.
- A list has been created outlining department collaboration opportunities that program to a variety of populations on campus and to be shared with the new Director of Prevention and Education for coordination of further efforts.

Task 3. Research other CSU and national prevention and education programming currently in practice.

- Status: In progress.
- All 23 CSU websites were accessed for programming topics and themes of prevention education. It was noted if bystander intervention was present. Reached out to other schools including Cal Poly SLO to learn more about their programming.
- This information will be shared with the new Director of Prevention and Education for coordination of further efforts.

Task 4. Research opportunities for Partner Offices 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.

- Status: Pending hiring of Director of Prevention and Education
- We are exploring further bystander intervention programming in conjunction with faculty.

Task 5. Research a centralized assessment design for trainings, evaluations, outreach, events, programs for consistent data and feedback loops.

- Status: Completed.
- The campus already utilizes CatsConnect as a centralized event management and data tracking system that can be implemented for prevention education trainings, workshops, events, and programs to gain insight and feedback. Student Affairs is using this for events. Two EODR staff members have received training on using it too.

Task 6. Review existing Title IX and DHR training programs and assess their effectiveness, etc.; if message resonates with different populations in our campus community; if the message content contains unintended triggers; and if there is diverse representation in the course content.

- Status: Completed.

- This has been reviewed. Activating material has been removed. Additionally, we have chosen a new vendor which offers a more mobile-friendly and accessible course format.

Task 7. Evaluate current peer-to-peer prevention Title IX/DHR prevention education program that includes student training and employee professional development.

- Status: In progress.
- Pending hiring of Director of Prevention and Education.

Task 8. Identify training and professional development needs for additional employee groups that may be on the receiving end of Title IX/DHR cases (such as UDO, affinity groups, student employees, new faculty/staff hires, etc.).

- Status: Completed.
- EODR trained large groups of student employees and new faculty in August 2024. EODR further participates in monthly New Employee Orientation for new staff hires. EODR continues to identify additional employee groups for training based on need, requests, and trends.

RESPONDING TO OTHER CONDUCT OF CONCERN

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.

PLAN SUMMARY - OTHER CONDUCT OF CONCERN

Phase 1	<ul style="list-style-type: none"> • Develop a draft of Community Agreements • Build a plan to educate and train the campus community in conflict resolution and restorative justice
Phase 2	<ul style="list-style-type: none"> • Engage with various campus groups to review Community Agreements • Implement a pilot training in conflict resolution and restorative justice
Phase 3	<ul style="list-style-type: none"> • Finalize Community Agreements with wide campus consultation • Fully implement training and professional development about conflict resolution and restorative justice

Phase 4	<ul style="list-style-type: none">Continue to strengthen competencies of campus leadership by providing expanded training and professional development around conflict resolution and restorative justice
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PHASE 1 (FALL 2023)

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, acts of intolerance, disruptive behavior, free speech and academic freedom, and professionalism.

Task 1. Research and discuss other institutions' statements of expectation on these and related matters.

- Project Leader: Other Conduct of Concern Subcommittee members
- Offices: Implementation Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- At President Perez's recommendation, the subcommittee shifted from developing the Statement of Conduct to creating Community Agreements.

Task 2. Draft Community Agreements.

- Project Leader: Other Conduct of Concern Subcommittee members
- Offices: Implementation Team
- 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."
- Status: Completed.
- At President Perez's recommendation, the subcommittee shifted from developing the Statement of Conduct to creating Community Agreements. The subcommittee gathered feedback and endorsements from campus partners on the Community Agreement to create a draft for distribution and further input.

Develop a plan to educate and train the campus community in conflict resolution and restorative justice.

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.

- Project Leader: Other Conduct of Concern Subcommittee members
- Offices: Prevention and Education Subcommittee, Communications Subcommittee
- Alternative Implementation or Barriers to Progress: N/A
- Status: In progress.
- Starting in the fall 2024, the Director of Climate and Culture launched a series of conflict resolution training courses focusing on interpersonal conflict, restorative justice, and other forms of remedial

responses. The subcommittee developed a proposal, PowerPoint presentation, training promo video and testimonials on conflict training to help market the training courses.

PHASE 2 (SPRING 2024)

Continue to advance Community Agreements.

Task 1. Engage campus community to provide feedback and refine the draft Community Agreements and submit statement through any formal channels of approval for adoption.

- Project Leader: Other Conduct of Concern Subcommittee members
- Offices: Implementation Team
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- After drafting the Community Agreements in fall 2023, the Other Conduct of Concern Subcommittee conducted several meetings in spring 2024 with various campus members (students, faculty, and staff) to seek their feedback on the document. More than 300 Chico State community members (students, faculty, and staff) provided feedback on the Community Agreements.

Invest in pilot training and education about conflict resolution and restorative justice.

Task 1. Roll out a pilot training program with small groups consisting of supervisors, managers, deans, and department chairs to meet the needs of assigned roles.

- Project Leader: Other Conduct of Concern Subcommittee members
- Offices: HR, Prevention and Education Subcommittee, FAAF
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed. Pilot training was rolled out.

PHASE 3 (FALL 2024)

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

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.

- Project Leader: Other Conduct of Concern Subcommittee members
- Offices: Prevention and Education Subcommittee, HR and FAAF
- Alternative Implementation or Barriers to Progress: N/A
- Status: Completed.
- Starting in the fall 2024, the Director of Climate and Culture launched a series of conflict resolution training courses focusing on interpersonal conflict, restorative justice, and other forms of remedial responses

Implement Community Agreements.

Task 1. Utilize and elevate awareness of the Community Agreement, not only as a matter of policy but through a campaign to the campus community.

- Project Leader: Other Conduct of Concern Subcommittee members & University Communications
- Offices: Implementation Team, Communications Subcommittee
- Alternative Implementation or Barriers to Progress: N/A
- Status: In progress.
- Having updated the document based on the feedback received, the subcommittee gathered endorsements from campus members and discussed the next steps of transforming the aspirational document into a tangible reality across our campus.

Evaluate the need for an Ombuds Office on campus.

Task 1. Gather campus feedback and evaluate the purpose and need for having an ombuds office on campus.

- Project Leader: Other Conduct of Concern Subcommittee members
- Offices: Implementation Team
- Alternative Implementation or Barriers to Progress: Need of additional support.
- Status: Completed.
- The Other Conduct of Concern subcommittee has chosen to use a conflict resolution professional instead of an ombudsperson. However, the Subcommittee has also indicated the need for support for the conflict resolution professional.

Develop a disruptive/civility guide that is maintained at Student Rights and Responsibilities.

Task 1. The guide could be a solution/recommendation on how to handle disruptive concerns.

- Project Leader: Other Conduct of Concern Subcommittee members
- Offices: Student Rights and Responsibilities
- Alternative Implementation or Barriers to Progress: One alternative is to track the behavior in Maxient by having a reporting form specifically for disruptive behavior to capture the data.
- Status: In progress.
- The Director of Student Rights and Responsibilities has shared the guide with the Implementation Team for feedback. Next step is to finalize the Civility Guide using the feedback received from the Implementation Team review.

PHASE 4 (SPRING 2025)

Continue campuswide education and training about conflict resolution.

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.

- Project Leader: Director of Climate and Culture
- Offices: Director of Prevention and Education, HR and FAAF
- Alternative Implementation or Barriers to Progress: N/A
- Status: Spring 2025.

Implement Community Agreement.

Task 1. Utilize and elevate awareness of the Community Agreements, not only as a matter of policy but through a campaign to the campus community.

- Project Leader: Director of Climate and Culture with University Communications
- Offices: Implementation Team, Communications Subcommittee
- Alternative Implementation or Barriers to Progress: N/A
- Status: Spring 2025

ⁱ United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/chicocitycalifornia/PST045221>, population estimate as of July 1, 2023.

ⁱⁱ United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/buttecountycalifornia/PST045221>, population estimate as of July 1, 2021.

ⁱⁱⁱ Defined as a territory inside an urbanized area and inside a principal city with population less than 250,000 and greater than or equal to 100,000. See National Center for Education Statistics, <https://nces.ed.gov/programs/edge/Geographic/LocaleBoundaries> and <https://nces.ed.gov/surveys/annualreports/topical-studies/locale/definitions>.

^{iv} HSIs are defined under the Higher Education Act as colleges or universities where at least 25% of the undergraduate, full-time enrollment is Hispanic; and at least half of the university's degree-seeking students must be low-income. See <https://www2.ed.gov/about/offices/list/ope/itudes/eligibility.html>

^v California State University Enrollment Data, Fall 2023, Cal State Chico: https://tableau.calstate.edu/views/SelfEnrollmentDashboard/EnrollmentSummary?iframeSizedToWindow=true&%3Aembed=y&%3AshowAppBanner=false&%3Adisplay_count=no&%3AshowVizHome=no. For purposes of this table, "state-supported" refers to students for whom the State of California underwrites some or all of their educational expenses and "self-supported" refers to students whose educational expenses are not underwritten by the state. Across the California State University system, with some exceptions, self-supported degree seeking students are generally those enrolled in programs administered by professional and continuing education programs.

^{vi} *Id.* This data includes students at the undergraduate, graduate, and post-baccalaureate levels.

^{vii} California State University, CSU Faculty, Fall 2023. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-faculty>, except where noted otherwise.

^{viii} California State University, CSU Workforce, Fall 2022. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-workforce/Pages/default.aspx> See "Headcount/FTE by Campus" tab.

^{ix} California State University, CSU Workforce, Fall 2023. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-workforce/Pages/default.aspx>. See "Headcount/FTE by Campus" tab.