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**PREPARED BY**

University Implementation Team | August 16, 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 with 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, Bakersfield received its individualized [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 our efforts. Upon receiving the recommendations from Cozen O'Connor and the Chancellor's Office, CSU Bakersfield created an Implementation Team to evaluate, assess, and implement the Cozen O'Connor recommendations at CSU Bakersfield. The team launched a [website](#) dedicated to cataloging the team's plan and progress.

## IMPLEMENTATION TEAM

To facilitate the implementation of recommendations, CSU Bakersfield 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 / DHR Administrator as a subject matter expert; 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 CSU Bakersfield Implementation Team include:

- Claudia Catota, Co-Chair – Chief Diversity Officer & Special Assistant to the President
- Marcus Brown, Co-Chair - Executive Director of Equity, Inclusion and Compliance/Title IX Coordinator/DHR Administrator
- Jorge Villatoro – Assistant Director for Equity, Inclusion and Compliance/Deputy Title IX Coordinator/Deputy DHR Administrator
- Hilda Nieblas – Director of Housing
- Lori Blodorn – Associate Vice President for Human Resources
- Daisy Alamillo – ASI President/Representative
- Debbie Boschini – Associate Vice President for Faculty Affairs
- Cindy Goodmon – Deputy Athletics Director
- Emily Callahan – Assistant Vice President for Student Affairs/Dean of Students
- Aaron Hegde – Academic Senate Representative
- Sue McCarthy and Jessica Brown – Chancellor's Office Representative

## UNIVERSITY DEMOGRAPHICS AND POPULATION

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

CALIFORNIA STATE UNIVERSITY, [INSERT NAME]		
Location Information		
Location: Bakersfield, CA (pop. 413,381) <sup>1</sup>	County: Kern County (pop. 913,820) <sup>2</sup>	Locale Classification: Large City <sup>3</sup>
University Information		
Interim President: Vernon Harper, Ph.D. (January 1, 2024-present)		
Designations: Hispanic Serving Institution (HSI) <sup>4</sup>		
Enrollment <sup>5</sup>		
Total Number of Students	9,399	
Student Ethnicity <sup>6</sup>		
White	1219	
Hispanic/Latino	6409	
Asian	640	
Two or More Races	195	
Race and Ethnicity Unknown	367	
Black/African American	393	
International Student	137	
Native Hawaiian/Other Pacific Islander	<10	

<sup>1</sup> United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/bakersfieldcitycalifornia/PST045222>, population estimate as of July 1, 2023.

<sup>2</sup> United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/kerncountycalifornia/PST045221>, population estimate as of July 1, 2023.

<sup>3</sup> Defined as a territory inside an urbanized area and inside a principal city with a population of 250,000 or more. 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>.

<sup>4</sup> 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/oep/itudes/eligibility.html>.

<sup>5</sup> California State University Enrollment Data, Fall 2023, Cal State Bakersfield: [https://tableau.calstate.edu/views/SelfEnrollmentDashboard/EnrollmentSummary?iframeSizedToWindow=true&%3Aembed=y&%3AshowAppBanner=false&%3Adisplay\\_count=no&%3AshowVizHome=no](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.

<sup>6</sup> *Id.* This data includes students at the undergraduate, graduate, and post-baccalaureate levels.

American Indian/Alaska Native	30
<b>Instructional Faculty<sup>7</sup></b>	
Total Number of Faculty	626
Tenure-Track	248
Lecturer	378
Percent Full-Time <sup>8</sup>	74.97%
Percent Part-Time	25.03%
<b>Staff<sup>9</sup></b>	
Total Number of Staff	616
Percent Full-Time	98.37%
Percent Part-Time	1.63%

<sup>7</sup> California State University, CSU Faculty, Fall 2023. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-faculty>, except where noted otherwise.

<sup>8</sup> 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.

<sup>9</sup> 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.

## PROGRESS TO DATE

Since the July 2023 release of the Cozen O'Connor Title IX/DHR report and campus-specific recommendations, CSU Bakersfield has engaged its leadership, stakeholder offices, and campus constituencies in robust discussion, planning, and implementation of ideas and strategies to improve Title IX/DHR awareness, processing, and enforcement. The establishment of the interdisciplinary campus implementation team, co-chaired by the Title IX/DHR Administrator and Chief Diversity Officer/Special Assistant to the President followed.

After orientation with the Cozen O'Connor team and the Chancellor's Office Civil Rights Systemwide Liaison, the Implementation Team was given permission to begin its strategic planning and initially-approved implementation projects in October 2023. The Implementation Team submitted its initial draft implementation plan to the Chancellor Office in March 2024, and after conditional approval submitted its final implementation plan on August 16, 2024.

Since July 2023, CSU Bakersfield has made steady progress implementing the Cozen recommendations in each category. To-date, CSU Bakersfield has completed 39 percent of the recommendations ahead of the 2024-2025 academic year.

## PLAN SUMMARY

The Cozen O'Connor recommendations for CSU Bakersfield 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).

## INFRASTRUCTURE AND RESOURCES

The Implementation Team aims to strengthen our Title IX/DHR program by strategically addressing key recommendations outlined on pages 34-35 of the CSU Bakersfield 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.

### **Task 1: Work with the Chancellor's Office to develop a project plan for addressing gaps and implementing recommendations**

- **Fiscal Component:** None
- **Project Leader:** Implementation Team
- **Stakeholder Offices:** Equity, Inclusion and Compliance; Human Resources, Student Affairs, Provost, Athletics, Housing, ASI
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** With support of Systemwide Senior Director of Civil Rights, the Implementation Team has successfully developed a plan to address various issues that has been submitted to the Chancellor on August 16, 2024.

### **Task 2: Share existing budget line information with the Chancellor's Office, including historic and anticipated annual fees for external investigators, hearing officers, and other Title IX/DHR related resources, as well as budget line information related to the confidential campus advocates, prevention and education specialists, and respondent resources (recognizing that these resources are typically outside of the Title IX/DHR budget)**

- **Fiscal Component:** The President's Office, division of Equity, Inclusion and Compliance (EIC) houses the Title IX/DHR unit. Currently, EIC has a divisional budget allocation of \$222,200, of which \$151,131 is allocated to the Title IX/DHR program. FY 2022-23, EIC spent \$126k for external investigators/hearing officers; \$60k for Victim's Advocate; \$18k for online student prevention programming; \$2700 for enterprise-level case database for a total of \$206,700. In FY 2023-24, EIC spent \$314,410 for external investigators/hearing officers; \$2800 for Victim's Advocate; \$18k for online student prevention programming; \$2700 for enterprise-level case database for a total of \$337,910. Administrative personnel account for an additional \$240k, and \$30k for office space/supplies. The FY 2024-25 impact is expected to equal or exceed the FY 2023-24 year, with the return of a fulltime Victim's Advocate and increased caseload.

- **Project Leader:** Catota, Brown
- **Stakeholder Offices:** EIC, President, Business Administrative Services
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** EIC includes the campuses work in DEIB and Compliance (Title IX/DHR, Clery, CWPA, ADA/Section 504), led by the Chief Diversity Officer/Special Assistant to the President. The Compliance arm currently lacks an independent budget or budget line for operations. The Compliance arm was facilitated by one MPP employee until January 2024, when an Assistant Director/Deputy Title IX/DHR administrator position was established. However, the unit has only one in-house investigator.

**Task 3: Map functions within the Title IX/DHR program to ensure sufficient personnel to cover all core functions, including: intake and outreach, case management, investigations and hearings, informal resolution, sanctions and remedies, prevention and education, training, data entry and analysis, administrative tasks, and additional resources to support legally-compliant, effective Title IX/DHR programs, as well as the essential care side of campus responses**

3.1: In order to ideally manage the demand on the team, EIC should supplement the current team with the following personnel: a Deputy TIX Coordinator and Supportive Measures Specialist, a Deputy of Investigations, Administrative Support and Document Specialist, and Training Coordinator.

- **Fiscal Component:** \$1.25m operational budget
- **Project Leader:** Catota, Brown
- **Stakeholder Offices:** EIC, President, Business Administrative Services, Human Resources
- **Anticipated Project Completion:** September 1, 2027
- **Priority Level:** High
- **Status:** Ongoing
- **Notes/Solutions:** Assistant Director/Deputy Title IX/DHR administrator was hired in January 2024. A \$1.3m operational budget would address all Cozen recommended supplementation. However, if necessary, incremental progress is proposed in the following plan: YEAR ONE '24: Campus Advocate (\$80k)/Respondent Advocate (\$80k); Informal Resolution Specialist (\$107k); Investigator (\$120k); Admin Specialist (\$80k); 3x office space (\$50k); Prevention Programing/Marketing (\$18k)). **TOTAL = \$535,000[850,000].** YEAR TWO '25 add'l: investigator (\$107k), Respondent Advocate (\$80k), 3x office space (\$30k), Training/Prevention Ed Specialist (\$92k). **TOTAL = \$309,000[1,159,000].** YEAR THREE '26 add'l: Deputy Investigations (\$107k), TIX office space (\$10K). **TOTAL = \$117,000[1,276,000].** \*\*To support recommendations related to Other Conduct of Concern, the campus anticipates additional Employee/Labor Relations in Human Resources and Faculty Affairs (\$430k), and Student Conduct Admin (\$150k) positions.



**Task 4: Based on benchmarking and recommendations from the Chancellor's Office, identify recurring baseline (or line item) funding (both source and amount) for the Title IX/DHR program**

- **Fiscal Component:** A \$1.85m operational budget is necessary to address all Cozen recommended personnel supplementation: \$316k current personnel, \$1.28m recurring funding for additional positions (see recommendation 3.1), \$158k recurring funding for programming and services, \$100k recurring overhead costs. Based on current institutional supervisory structure, the Office of the President/EIC would continue to fund the program was part of DEIB operations unless determined it is more advantageous to establish the Title IX/DHR program as an independent budget.
- **Project Leader:** Catota, Brown
- **Stakeholder Offices:** EIC, President, Business Administrative Services
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** High
- **Status:** Under Review
- **Notes/Solutions:** The Title IX/DHR program would benefit from independent budget management to ensure a seamless progress of implementation. Current positions subject to MOUs with external partners may need reconsideration as stateside positions to ensure strong candidate pools, consistent oversight, and position continuity.

**Task 5: Work with the Chancellor's Office to implement an enterprise-level case management system and develop protocols for consistent collection and retention of data**

- **Fiscal Component:** \$43k (including \$8k annual system fees, \$35k for campuswide partner training)
- **Project Leader:** Villatoro
- **Stakeholder Offices:** EIC, CSU-CR
- **Anticipated Project Completion:** January 2026
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** In 2024, CSUB completed implementation of the Maxient system as a campuswide system (Title IX/DHR, Human Resources, Housing, Student Conduct, Faculty Affairs). Adjustments to utilizing any systemwide system is pending the completion of the CSU Civil Rights until RFP process expected in 2026.

**Task 6: Ensure an adequate supervisory model that includes a routine cadence of supervisory meetings, guidance about how to ensure effective oversight and accountability measures, an 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**

- **Fiscal Component:** None
- **Project Leader:** Catota
- **Stakeholder Offices:** EIC, President, CSU-CR
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** Title IX/DHR administrator currently reports to campus cabinet-level administrator (Chief Diversity Officer/Special Assistant to the President); general status meetings occur weekly.

Title IX/DHR Coordinator has maintained regular bi-weekly status meetings with University Counsel to-date. Moving forward, Title IX/DHR Coordinator will meet with Systemwide Senior Director of Civil Rights and regional Civil Rights Attorney on a bi-weekly basis.

**Task 7: Commit to the consistent investment in professional development and continuous learning for Title IX and DHR professionals and senior leaders who oversee the Title IX/DHR program (CLEs, conferences, system training, etc.)**

- **Fiscal Component:** \$35k annually to include support for campus partners.
- **Project Leader:** Brown
- **Stakeholder Offices:** EIC, Human Resources, Faculty Affairs, Student Affairs
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** High
- **Status:** Ongoing
- **Notes/Solutions:** Title IX/DHR administrator currently includes invitations to campus partner/liaisons for continuing education and/or professional development opportunities at least annually; campus partners participate at discretion of supervisor.

**Task 8: Identify a sustainable model to provide respondent support services**

- **Fiscal Component:** \$80k
- **Project Leader:** Poole-Callahan
- **Stakeholder Offices:** EIC, Dean of Students
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** High
- **Status:** Under Review. Project Leader will meet with Title IX/DHR Coordinator in fall 2024 to develop plan for creation of position/services.
- **Notes/Solutions:** Consideration of position may envision incorporation into campus C.A.R.E. program offerings.

**Task 9: Evaluate the effectiveness of the current EIC structure which houses both Title IX/DHR functions and institutional diversity efforts**

- **Fiscal Component:** None
- **Project Leader:** Implementation Team
- **Stakeholder Offices:** EIC, President
- **Anticipated Project Completion:** August 1, 2027
- **Priority Level:** Low
- **Status:** Tabled
- **Notes/Solutions:** Considering Cozen's assessment that the Title IX/DHR Administrator is "sufficiently positioned in the institution to be steeped with the appropriate support and authority of senior leadership," we have tabled this recommendation until a reasonable time has passed after implementation of recommendations to reassess the structural concerns through external review.

## STRENGTHENING INTERNAL PROTOCOLS

The goal of Implementation Team is to promote accountability and strengthen CSU Bakersfield's internal protocols within the Title IX/DHR program by focusing on related recommendations in the campus report. The work of the Implementation Team 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.

**Task 1: Coordinate with the Regional Director, Systemwide Title IX/Civil Rights Division, and subject matter experts to:**

**1.1:** Map the case resolution process from reporting and intake through to investigation and resolution process

1.1.1: Compare the current process against standard practices and identify any concerns related to timeliness, conflicts, gaps in communication, or gaps in consistent process

1.1.2: Identify, map, and reconcile intersections with faculty/staff grievance and disciplinary processes

**1.2:** Develop robust intake, outreach, and case management protocols for supportive measures and resources

1.2.1: Develop internal protocols and written tools (e.g., templates and checklists) for intake and outreach, oversight of supportive measures, and decision-making regarding emergency removal or administrative leave

1.2.2: Seek to hold an intake meeting with all individuals who make a report of conduct that would potentially violate the Nondiscrimination Policy

1.2.3: Develop protocols for notifying and coordinating with the confidential advocate at the intake meeting, if possible

1.2.4: Develop or update protocols for information sharing to ensure that the Title IX/DHR Office can fulfill its responsibility of documenting all supportive measures offered, requested, implemented, and if denied, the reasons for the denial

1.2.5: Create a feedback loop to acknowledge responsible employee reports and confirm receipt of the report and next steps

1.2.6: Establish standardized protocols for outreach to complainants that involve multiple modalities, systems to document outreach, and a protocol for how and

when to make additional outreach in cases with non-responsive complainants, including the potential for outreach through a third-party or a responsible employee

1.3: Develop integrated, written processes for initial assessment designed to evaluate known facts and circumstances, assess and implement supportive measures, facilitate compliance with Title IX and Clery responsibilities, and identify the appropriate institutional response after triaging the available and relevant information; as part of the initial assessment, the Title IX Coordinator/DHR Administrator should:

1.3.1: Take steps to respond to any immediate health or safety concerns raised by the report

1.3.2: Assess the nature and circumstances of the report to determine whether the reported conduct raises a potential policy violation and the appropriate manner of resolution under the Nondiscrimination Policy

1.3.3: Assess the nature and circumstances of the report, including whether it provides the names and/or any other information that identifies the complainant, the respondent, any witness and/or any other individual with knowledge of the reported incident

1.3.4: Provide the complainant with both oral and written information about on- and off-campus resources (including confidential resources), supportive measures, the right to contact (or decline to contact) law enforcement or seek a civil protection order, the right to seek medical treatment, the importance of preservation of evidence, the right to be accompanied at any meeting by an advisor of choice, and an explanation of the procedural options available

1.3.5: Refer the report to appropriate campus officials to assess the reported conduct and determine the need for a timely warning or other action under the Clery Act

1.3.6: Assess the available information for any pattern of conduct by respondent

1.3.7: Discuss the complainant's expressed preference for manner of resolution and any barriers to proceeding (e.g., confidentiality concerns)

1.3.8: Explain the policy prohibiting retaliation and how to report acts of retaliation

1.3.9: Determine the age of the complainant, and if the complainant is a minor, make the appropriate report of suspected abuse consistent with state law

1.3.10: Evaluate other external reporting requirements under federal or state law or memoranda of understanding

1.3.11: Develop, and follow, a comprehensive written checklist/form to ensure that all required actions are taken under state and federal law

1.3.12: Develop checklist of factors to consider in determining whether to move forward without a complainant or whether informal resolution is appropriate and ensure sufficient documentation of the determination

1.3.13: Provide a written statement of concern at the conclusion of the initial assessment to ensure that the complainant (and as appropriate, the respondent) have a clear understanding of the nature of the report and the proposed resolution path

1.4: Separate support/advocacy 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

1.5: Strengthen campus collaboration and information-sharing through a multidisciplinary team (MDT) model

1.5.1: The Title IX Coordinator/DHR Administrator, in conjunction with the Chancellor's Office, should identify essential university partners to serve on the MDT and set standards for meeting goals and sharing real time information. MDT members may include representatives from Student Affairs/Student Conduct, Faculty/Academic Affairs, Human Resources, UPD, Title IX Coordinator, DHR Administrator, Clery Coordinator, and University Counsel

1.5.2: The MDT should meet regularly and at a minimum, weekly, to review all new reports

1.5.3: The MDT should ensure that all known and available information about the parties and the reported incident is shared with TIX/DHR to inform TIX/DHR's initial assessment and any steps it determines to take in response (including information maintained outside of Title IX/DHR's recordkeeping systems and information that may only be known to another unit or individual)

1.5.4: The Title IX Coordinator/DHR Administrator should follow a protocol for securely sharing parties' university ID numbers or names and basic information about the reported incident in advance of MDT meetings to enable all participants to query their records systems and bring forward any relevant information

1.5.5: The Title IX Coordinator/DHR Administrator should ensure that the multidisciplinary team is trained to treat information confidentially, with sensitivity, and consistent with state and federal privacy laws

1.5.6: The MDT should engage in consultation to inform decisions, including those about emergency removal, administrative leave, the reasonable availability of supportive measures, and questions about the scope of the university's education program or activity

1.5.7: The MDT meetings should serve as natural opportunities for documenting the factors considered in reaching key decisions and documenting what information was known, when it was known, by whom it was known, and what impact it had on the Title IX Coordinator/DHR Administrator's analysis

1.5.8: The MDT should facilitate the development of shared fluency and knowledge among key university partners related to the legal and regulatory requirements, policy frameworks, and considerations related to care and informed and equitable processes

1.6: Develop tools for consistent, informed, effective documentation and case management

1.6.1: For quality control, develop a case opening and closing checklist to ensure that all relevant documents, correspondence, and information are captured and preserved electronically

1.6.2: To the extent feasible, seek to maintain data in a usable and searchable electronic format for efficient decision making, analysis and review

1.6.3: Migrate all historical DHR reports and Title IX reports into the enterprise-level case management system, if not already included

1.6.4: Develop periodic reviews for quality assurance

1.7: Oversee investigations for quality and consistency of prompt and equitable processes

1.7.1: Establish a protocol to ensure the timeliness of investigations, with routine quality control mechanisms throughout investigation process

1.7.2: Develop quality control processes for monitoring active investigations for thoroughness and timeliness and ensure timely communications to parties throughout the investigative process (e.g., calendar internal 30-day, 60-day and 90-day alerts to prompt the investigator or case manager to make outreach to the parties)

1.7.3: Ensure each report has sufficient review by the Title IX Coordinator/DHR Administrator and University Counsel (for legal review of sufficiency and adherence to policy)

- **Fiscal Component:** None
- **Project Leader:** Brown
- **Stakeholder Offices:** EIC, Human Resources, Provost, Student Conduct, Housing, Athletics
- **Anticipated Project Completion:** December 20, 2024
- **Priority Level:** High
- **Status:** 81% recommendation completion in this category.
- **Notes/Solutions:** Workflow mapping exercise illustrates a “bottleneck” challenge on either side of the Title IX/DHR Coordinator decision-making process if insufficient personnel exist to handle initial intake demand or investigator assignment (see Rec. 1.1.1). Currently, depending on initial information Intake Meetings scheduling is attempted within 14 days of incident report (see Rec. 1.2.2). Title IX/DHR Coordinator will include written directive during “warm handoff” to partners to report all supportive measure engagements (see Rec. 1.2.4). Outreach effort include multiple written and verbal contact attempts over four weeks before closure of case (see Rec. 1.2.6). Incident Report triage are expedited by Title IX/DHR Coordinator on case-by-case basis, then referred to appropriate support after consultation with appropriate campus partner (see Rec. 1.3.1). Title IX/DHR Coordinator will include step in workflow; assessment to take place based on information received during Intake Meeting (see Rec. 1.3.11). Successful Intake Meeting ensures comprehensive review of policy and procedure, including appropriate reflection of matter; I-TEAM rejects this recommendation as superfluous, and places additional obligations on practitioner increasing processing time (see Rec. 1.3.13). The ability to begin separate advocacy and support functions may begin once financial support for additional personnel has been established (see Infrastructure Rec. 3.1). MDT established and includes leaders in Title IX/DHR, Student Affairs, Human Resources, and Faculty Affairs; team has standing meetings monthly and bring needs-based partners in when appropriate; I-TEAM rejects recommendation to meet more regularly, as new supervisory model that includes Title IX/DHR Administrator regularly meeting with campus supervisor, two CSU-CR administrators, MDT, unreasonably increasing operational burdens at the expense of core function productivity (see Rec. 1.5). EIC implemented the use of Maxient as an enterprise-level case management solution in January 2024 (see Rec. 1.6). Title IX/DHR Administrator will begin historical records migration as summer 2025 project (see Rec. 1.6.3). Title IX/DHR Administrator will begin annual summer reviews of academic year case files in 2025 (see Rec. 1.6.4). Updated supervisory structure includes regular status meetings at monthly interviews, consultation and review of reports with the Systemwide Senior Director, regional Civil Rights Attorney, and University Counsel (see Rec. 1.7).

**Task 2. Continue to evaluate barriers to reporting and engagement at the university level, with aggregation of data and advice and guidance by the Chancellor’s Office**

- **Fiscal Component:** TBD
- **Project Leader:** Brown
- **Stakeholder Offices:** EIC, Human Resources, Student Affairs, Faculty Affairs, ASI
- **Anticipated Project Completion:** 9/1/2025
- **Priority Level:** Medium
- **Status:** Ongoing
- **Notes/Solutions:** Title IX/DHR Administrator will utilize the MDT to provide diverse perspectives gathered from their areas and solutions to barriers identified.

**Task 3. Review and revise tone, content, and format of reporting forms and other template communications**

- **Fiscal Component:** TBD; could require recreation of marketing materials.
- **Project Leader:** Villatoro, Pruitt
- **Stakeholder Offices:** EIC, CSU-CR, Human Resources, Faculty Affairs, ASI, Student Affairs
- **Anticipated Project Completion:** August 26, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** Title IX/DHR Administrator currently reviews and updates materials annually, with guidance from CSU-CR. Title IX/DHR Administrator will ensure feedback is received from constituent groups.

**Task 4. Review the current post-Title IX/DHR disciplinary processes for faculty and staff to ensure promptness, equity, and informed communication**

4.1: Ensure the Title IX Coordinator/DHR Administrator remains engaged in any disciplinary processes, including sanctions and appeals, until final

4.2: Ensure that decisions about negotiated settlements are supported by a careful and coordinated review by all relevant campus and system level administrators

- **Fiscal Component:** \$430k
- **Project Leader:** Blodorn, Boschini
- **Stakeholder Offices:** EIC, Human Resources, Provost, Business Administrative Services
- **Anticipated Project Completion:** December 17, 2024; August 26, 2026 (personnel)
- **Priority Level:** Medium
- **Status:** Under review by MDT
- **Notes/Solutions:** Title IX/DHR Administrator will utilize MDT to assess workflow process and establish protocol; MDT will begin meeting on task in September 2024. Implementation Team anticipates that need for additional personnel in Human Resources and Faculty Affairs (Employee/Labor Relations Managers) to ensure the institution's ability to ensure promptness, equity, and informed communication (see Infrastructure Rec. 3.1).

**Task 5: Develop and implement a process to routinely collect post-resolution feedback from the parties and all impacted individuals**

- **Fiscal Component:** TBD
- **Project Leader:** Brown
- **Stakeholder Offices:** EIC
- **Anticipated Project Completion:** August 26, 2025
- **Priority Level:** Low
- **Status:** Under review Implementation Team
- **Notes/Solutions:** Title IX/DHR Administrator considering incorporation of feedback solicitation through enterprise-level case management system (Maxient). Implementation Team will begin discussions on the subject in September 2024.



**Task 6: Apply the documentation and coordination improvements made to incorporate the elements of effective Title IX and DHR practice, to the intersecting and overlapping elements of Clery responsibilities.**

- **Fiscal Component:** \$5000
- **Project Leader:** Brown, Villatoro, Interim Chief Gonzalez
- **Stakeholder Offices:** EIC, UPD, Housing, Student Affairs, Human Resources, Faculty Affairs, ASI, Athletics
- **Anticipated Project Completion:** August 26, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** Clery analysis and documentation has been incorporated into the process workflow run through the enterprise-level case management system (Maxient).

## COMMUNICATIONS

The goal of the Implementation Team is to support the campus community's immediate and ongoing needs as it relates to Title IX and DHR 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 CSU Bakersfield, as well as the progress of the Implementation Team as the University works to meet the recommendations of the Cozen O'Conner report.

**Task 1: Ensure distribution of a clear and consistent communication plan each semester that includes, at a minimum:**

1.1: Dissemination of the Notice of Non-Discrimination

1.2: Dissemination of the Nondiscrimination Policy

1.3: Information about reporting and resources

- **Fiscal Component:** None
- **Project Leader:** Brown
- **Stakeholder Offices:** EIC
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** Title IX/DHR Administrator traditionally provided campuswide annual communications in the fall semester but will add at least one additional campuswide communication in the spring semester.

**Task 2. Develop an intentional marketing campaign to raise awareness about the role of the Title IX/DHR program, available resources, and resolution options**

2.1: Prioritize the messages of care, supportive measures, and resources

2.2: Differentiate and educate about the difference between confidential resources and reporting options

2.3: Partner with campus communications professionals to create and promote effective marketing materials, including through the use of professional branding that can be used across platforms (print, web, social media, imprinted on giveaway products)

- **Fiscal Component:** \$18k
- **Project Leader:** Villatoro
- **Stakeholder Offices:** EIC
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** Medium
- **Status:** Plan development
- **Notes/Solutions:** Title IX/DHR Administrator will begin soliciting feedback from campus constituencies in fall 2024 to assess gaps, cultivate ideas, and plan implementation.

**Task 3: Improve the Title IX/DHR website and other external-facing communications**

3.1: Review and revise web content, across all relevant webpages, for clarity, accuracy, and accessibility

3.2: Ensure that web content includes: photographs and contact information for Title IX/DHR staff, Notice of Non-Discrimination, a link to the Nondiscrimination Policy, an overview of procedural and resolution options (with accessible graphics), how to make a report (to Title IX/DHR or UPD), on and off campus confidential resources, the difference between confidentiality and privacy, supportive measures, employee reporting responsibilities, an FAQ, prevention and education programming

3.3: Update the website to address the following concerns:

3.3.1: On the Campus Advocate webpage, about one-quarter of the way down the page, the section labeled, "As a Survivor," contains the following problematic statement: As a survivor of either Sexual Assault, Dating/Domestic Violence, or Stalking Victim/Survivor who seeks confidential services form [sic] the CSUB Campus Advocate: You have a right to file a confidential report with the Campus Advocate.

The use of the word "report," indicates that the University is put on notice. When an individual meets with a confidential advocate, that interaction is explicitly not a report to the University, and is confidential

3.3.2: In the FAQ section of the Campus Advocate website, we note this question and response: IF I REPORT SEXUAL MISCONDUCT TO THE VICTIM ADVOCATE, WILL IT BE REPORTED TO THE POLICE, UNIVERSITY, IR [sic] MY PARENTS OR PARTNER? No. Interactions with the campus advocate are confidential. No report can be made without your written consent. Only in extreme circumstances will it be reported, for example if there is a suspicion of child abuse, elder abuse, and harm to self or others. We note this question and response is misleading. Again, a meeting with a confidential campus advocate is not a “report,” as it does not put the University on notice that an incident of sexual harassment has occurred.

3.3.3: The CSU Complaint form does not indicate where it should go once completed. It is a PDF, and is not able to be sent automatically

3.3.4: Clicking on Title IX on the footer of the home website – will bring up the Title IX Notice of Non-Discrimination

3.3.5: The Rights & Options Booklet is outdated: The link to rescinded White House instruction on page five; on page eight the top paragraph has misleading information regarding responsible employees; on page 17 – the policy is referred to as the Executive Order; the contact information on page five and page ten is outdated; definitions starting on page 16 are outdated.

3.3.6: This Myths and Facts document is dated June 23, 2015 – it is significantly out of date.

3.3.7: The Myths and Facts section embedded in the website is also outdated. This section should be reviewed to update language and references to the policy.

3.3.8: TIX Investigation and Hearing Process Map: this is a helpful tool, but the document references the “Interim Policy”

3.4: Gather, evaluate, and update all existing informational materials, web resources, posters/flyers, social media information, and other public-facing communications about the Title IX/DHR program to ensure that those materials:

3.4.1: Reflect the current staffing and structure of the office, the current CSU Nondiscrimination Policy and resolution processes, and current information about on- and off-campus resources including confidential resources

3.4.2: Are written in clear language, accessible (from both a disability perspective and a reading comprehension perspective), and consider strategic placement of newly developed print materials in areas frequented by students, staff, and faculty

3.5: Use standardized email addresses and/or materials that are able to be updated quickly (e.g., use of QR codes that point to dynamic webpages that can be updated; using, for

example, "TitleIX@[name of university].edu," so that print materials do not become outdated if there is a personnel change, etc.)

- **Fiscal Component:** None
- **Project Leader:** Villatoro
- **Stakeholder Offices:** EIC, IT-Web Services
- **Anticipated Project Completion:** August 26, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** Title IX/DHR created a [titleIX@csub.edu](mailto:titleIX@csub.edu) email to be implemented, for general inquiries and feedback, for the fall 2024 semester.

#### **Task 4: Develop an expanded annual report with meaningful information/data**

- **Fiscal Component:** None
- **Project Leader:** Brown
- **Stakeholder Offices:** EIC, CSU-CR
- **Anticipated Project Completion:** October 1, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** CSU-CR created a new standardized annual survey disseminated to the campuses to collect institutional and systemwide data beginning in fall 2024.

#### **Task 5: Develop standing committee of representative student, faculty and staff ambassadors to support and facilitate institutional efforts to more effectively communicate with campus constituents**

- **Fiscal Component:** None
- **Project Leader:** Villatoro
- **Stakeholder Offices:** EIC
- **Anticipated Project Completion:** January 20, 2025
- **Priority Level:** Medium
- **Status:** Under Review by Title IX/DHR Administrator
- **Notes/Solutions:** Will reconstitute the campuswide Title IX/DHR Advisory Committee with charge of addressing this recommendation; committee will meet each semester.

**Task 6: Identify and prioritize opportunities for in-person engagement with Title IX/DHR staff (e.g., pop-up events, tabling at an information fair, open houses in various central locations, routine scheduled short presentations to key audiences, and/or sponsored or co-sponsored events)**

- **Fiscal Component:** \$7000
- **Project Leader:** Villatoro, Poole-Callahan, Pruitt, Danforth
- **Stakeholder Offices:** EIC, Student Affairs, Human Resources, Faculty
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** Title IX/DHR Administrators current participates in nearly all campus “tabling” and showcase events throughout the year, including orientations. Title IX/DHR Administrators currently makes 10-20 individualized or collaborative presentations to campuswide constituents each academic year.

## **PREVENTION, EDUCATION, PROFESSIONAL DEVELOPMENT, TRAINING AND AWARENESS**

The Implementation Team seeks to establish a comprehensive framework for Title IX/DHR prevention education programming by addressing key recommendations outlined on pages [41-43] of the CSU Bakersfield 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.

**Task 1: Allot sufficient budget lines to ensure consistent, baseline funding for personnel, legally-required programming, and technology/learning management systems**

- **Fiscal Component:** \$215k
- **Project Leader:** Catota, Brown
- **Stakeholder Offices:** EIC, CSU-CR, Business Administrative Services
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** Medium
- **Status:** Under review by EIC.
- **Notes/Solutions:** Campus needs are currently supported by CSU-CR programming in addition to OVW grant supported programming.

**Task 2. Proactively coordinate with system-level subject matter experts to assist with education, training, materials and communications related to complex and difficult issues facing all CSU institutions**

- **Fiscal Component:** TBD
- **Project Leader:** Brown
- **Stakeholder Offices:** EIC, CSU-CR
- **Anticipated Project Completion:** August 16, 2025
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** Campus needs are currently supported by CSU-CR programming in addition to OVW grant supported programming.

**Task 3: Designate one individual with specific oversight of all university prevention and education planning and programming, preferably a full-time role without other job responsibilities**

3.1: This coordinator should be tasked with oversight of and responsibility for all legally-required programming under Title IX, the Clery Act, and California law

- **Fiscal Component:** \$92k
- **Project Leader:** Catota, Brown
- **Stakeholder Offices:** EIC, Human Resources
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** Low
- **Status:** Under review by EIC
- **Notes/Solutions:** Discussions will begin in September 2024 with Human Resources; possible collaboration with Director of Organization Excellence.

**Task 4: Convene a university-wide Prevention and Education Oversight Committee to coordinate and align programming across the university**

4.1: The Committee should include 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

4.2: The Committee should include subcommittees, as determined by the Committee. Committees may focus on the needs of various constituencies (undergraduate students, graduate students, staff, administrators, and faculty) or the types of programming (compliance, professional development, prevention and education, bystander intervention, etc.)

4.3: The Committee should be charged with reviewing prevention program content, evaluating

proposed programming or speakers, ensuring that prevention-related communications are reaching all constituents, and developing and implementing a mechanism for assessing effectiveness including by monitoring participation levels and measuring learning outcomes

- **Fiscal Component:** None
- **Project Leader:** Blodorn, Jimenez
- **Stakeholder Offices:** EIC, Human Resources
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** Low
- **Status:** Under review by EIC
- **Notes/Solutions:** Discussions will begin in September 2024 with Human Resources; possible collaboration with Director of Organization Excellence.

**Task 5: With assistance from the Chancellor's Office, develop a strategic plan for university programming that identifies all training requirements under federal and state law and CSU policy, all constituencies and constituent groups in need of training, and all potential university partners that can collaborate to deliver content**

5.1: Constituent groups subject to required training should include students (undergraduate and graduate); targeted student populations (athletes, fraternity and sorority life, residential students, residence life student staff, international students, student leaders); senior leadership; faculty (deans, department chairs, leads, lecturers); staff (managers, supervisors); and campus partners who assist in the implementation of Title IX/DHR

5.2: Identify all university partners who provide programming, including affinity and identity-based centers and student affairs personnel

5.3: Identify opportunities for virtual and in-person engagement

5.4: Develop core principles and standards for content development

5.5: Build a university calendar that includes online modules, social norm campaigns, orientation for students and employees, recurring opportunities for programming, and awareness events

- **Fiscal Component:** \$20k
- **Project Leader:** Brown, Blodorn
- **Stakeholder Offices:** EIC, Human Resources, CSU-CR
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** Medium
- **Status:** Plan development beginning Spring 2025
- **Notes/Solutions:** Discussions will begin in September 2024 with Human Resources; possible collaboration with Director of Organization Excellence.

**Task 6. Facilitate a consistent communication plan each semester that includes dissemination of the policy, notice of nondiscrimination, reporting options and resources**

- **Fiscal Component:** None
- **Project Leader:** Brown, Villatoro
- **Stakeholder Offices:** EIC
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** Title IX/DHR Administrator traditionally provided campuswide annual communications in the fall semester but will add at least one additional campuswide communication in the spring semester (see Communications Rec. 1).

**Task 7. Ensure that programming is coordinated, communicated and tracked**

- **Fiscal Component:** None
- **Project Leader:** Brown, Blodorn
- **Stakeholder Offices:** EIC, Human Resources
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** Medium
- **Status:** Plan development beginning Spring 2025
- **Notes/Solutions:** Discussions will begin in September 2024 with Human Resources; possible collaboration with Director of Organization Excellence.

**Task 8. Develop a university website dedicated to prevention and campus programming that is kept current, facilitates distribution of prevention and education materials, and incorporates the opportunity for feedback and recommendations**

- **Fiscal Component:** None
- **Project Leader:** Villatoro
- **Stakeholder Offices:** EIC, IT-Web Services
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** Low
- **Status:** Under development
- **Notes/Solutions:** Modifications will be made to Title IX/DHR website to incorporate additional information.



**Task 9: Identify social media platforms and other vehicles for distributing programming information on a regular basis**

- **Fiscal Component:** \$7000
- **Project Leader:** Villatoro
- **Stakeholder Offices:** EIC, Campus Communications
- **Anticipated Project Completion:** January 20, 2025
- **Priority Level:** Low
- **Status:** Under development
- **Notes/Solutions:** EIC currently employs social media for messaging. However, plans are in place to separate the account into DEI and T9/DHR accounts.

**Task 10: In conjunction with the Chancellor's Office, expand professional development and training for faculty and staff, including senior leadership, deans, department chairs, managers and leads on Title IX and DHR; respectful and inclusive environments; conflict resolution; bystander intervention strategies; effective leadership and supervision; and, reporting responsibilities under Title IX, the Clery Act, and CANRA**

10.1: Ensure the training includes information about prohibited consensual relationships given the significant overlap of prohibited consensual relationships with Title IX, DHR and other conduct of concern

- **Fiscal Component:** TBD
- **Project Leader:** Catota, Blodorn
- **Stakeholder Offices:** EIC, Human Resources, Provost
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** High
- **Status:** Under development
- **Notes/Solutions:** Campus needs are currently supported by CSU-CR programming, OVW grant supported programming, and external partners.

**Task 11: Create routine training, education, and professional development opportunities to cultivate competencies in navigating difficult conversations, bridging differences, and modeling respect and civility**

- **Fiscal Component:** \$10k
- **Project Leader:** Catota, Blodorn
- **Stakeholder Offices:** EIC, Human Resources, Faculty Affairs, Student Affairs
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** Medium
- **Status:** Under development
- **Notes/Solutions:** Campus needs are currently supported by CSU-CR programming, OVW grant supported programming, and external partners.

**Task 12: Evaluate the potential opportunities for curricular or course-based programming credential-based options**

- **Fiscal Component:** TBD; potential impact for personnel
- **Project Leader:** Boschini, Danforth
- **Stakeholder Offices:** Provost, Academic Senate, ASI
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** Low
- **Status:** Under review by Provost
- **Notes/Solutions:** In spring 2024, MDT began discussions regarding the creation of orientation or first-year courses; further discussions with faculty leadership will begin in fall 2025.

**Task 13: Incorporate information about the Nondiscrimination Policy, reporting options, and confidential resources in syllabi statements**

- **Fiscal Component:** None
- **Project Leader:** Boschini, Danforth
- **Stakeholder Offices:** Faculty Affairs; Academic Senate; ASI
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** Low
- **Status:** Under review by Provost
- **Notes/Solutions:** Discussions with faculty leadership will begin in fall 2025; considerations regarding ability to “mandate” versus “recommend” must be addressed due to CFA policies.

**Task 14: Commit to providing programming regarding bystander engagement**

- **Fiscal Component:** \$20k
- **Project Leader:** Catota
- **Stakeholder Offices:** EIC, Provost, Human Resources, ASI, Student Affairs
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** Medium
- **Status:** Completed
- **Notes/Solutions:** EIC has consistently slated programming regarding bystander engagement in its list of offerings and will continue to do so.

**Task 15: Participate in national conferences, listservs, networking events and other opportunities to coordinate with other professionals dedicated to prevention**

- **Fiscal Component:** \$5000
- **Project Leader:** Catota, Brown
- **Stakeholder Offices:** EIC, Human Resources, Faculty Affairs, Student Affairs, ASI, Athletics
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** Medium
- **Status:** Completed
- **Notes/Solutions:** EIC consistently supports staff membership in professional organizations and sends staff to conferences. EIC will continue to identify professional networks for membership and share opportunities with campus partners.

**Task 16: Engage students in the development and delivery of programming through peer educator/peer advocate programs**

- **Fiscal Component:** \$7000
- **Project Leader:** Pruitt, Villatoro, Callahan
- **Stakeholder Offices:** EIC, Student Affairs, ASI
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** Low
- **Status:** Under review by MDT
- **Notes/Solutions:** Beginning fall 2024, Title IX/DHR Administrators will solicit student feedback and discuss options for program development.

**Task 17: Identify student leaders who can serve as ambassadors/promoters of this work**

- **Fiscal Component:** \$7000
- **Project Leader:** Pruitt, Villatoro, Callahan
- **Stakeholder Offices:** EIC, Student Affairs, ASI
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** Low
- **Status:** Under review by MDT
- **Notes/Solutions:** Beginning fall 2024, Title IX/DHR Administrators will solicit student feedback and discuss options for program development.

**Task 18: Develop consistent on-campus opportunities to be visible and present in the community**

- **Fiscal Component:** \$18k
- **Project Leader:** Villatoro
- **Stakeholder Offices:** EIC, Student Affairs, Human Resources, Faculty Affairs
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** High
- **Status:** Completed
- **Notes/Solutions:** EIC current participates in nearly all campus “tabling” and showcase events throughout the year, including orientations.

## **RESPONDING TO OTHER CONDUCT OF CONCERN**

The plan put forth by the Implementation Team 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 CSU Bakersfield Cozen O'Connor report pages 43-44. The initial phase entails creating a set of communal agreements that establishes expectations for how members of the CSU Bakersfield 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.

**Task 1: In conjunction with the Chancellor's Office and CSU's Office of General Counsel, develop a written policy, document, or statement by senior leadership to establish expectations, guidelines, and/or definitions of conduct**

1.1: The written framework should address unprofessional conduct, abusive conduct, microaggressions, acts of intolerance, and other disruptive behavior in the living, learning and working environment

1.2: The written framework must also address intersections with free speech and academic freedom, including the explicit recognition that the CSU cannot discipline for protected speech

- **Fiscal Component:** None
- **Project Leader:** Catota
- **Stakeholder Offices:** EIC, Cabinet, CSU-CR; CSU-OGC; Provost, Academic Senate; Faculty/Employee Unions; ASI, Student Affairs, TPM Committee
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** High
- **Status:** Under review by MDT
- **Notes/Solutions:** Will begin discussions with stakeholder groups in fall 2024 to develop action plan.

**Task 2: Reinforce CSU values and expectations about respect, tolerance, and professionalism through programming and opportunities for in-person engagement**

- **Fiscal Component:** None
- **Project Leader:** Catota
- **Stakeholder Offices:** EIC, Cabinet, CSU-CR; CSU-OGC; Provost, Academic Senate; Faculty/Employee Unions; ASI, Student Affairs, TPM Committee
- **Anticipated Project Completion:** August 16, 2024
- **Priority Level:** High
- **Status:** Under development
- **Notes/Solutions:** Campus will consistently communicate standards and expectations through CSU policies and programming. In collaboration with the CSU, campus has recently developed a Time, Place, Manner Policy to be shared campuswide.

**Task 3: Strengthen and expand available competencies regarding conflict resolution, navigating interpersonal conflict, restorative justice, and other forms of remedial responses**

3.1: Strengthen traditional employee relations functions within human resources to assist in responding to concerns involving faculty and staff

3.2: Strengthen competencies of managers, supervisors, deans and department chairs by providing expanded training and professional development to meet the needs of assigned roles

3.3: Consider the need for additional personnel, such as an ombudsperson or a conflict resolution professional, including those with expertise in restorative justice and mediation

3.4: Develop communications competencies to embrace the tension of difficult issues including the intersections of speech in the contexts of politically and socially-charged events and issues

3.5: Communicate the new and available conflict resolution suite of resources through web content, annual training, and awareness campaigns

3.6: Invest in education and training about conflict resolution

- **Fiscal Component:** \$50k
- **Project Leader:** Brown, Blodorn, Poole-Callahan, Boschini
- **Stakeholder Offices:** EIC, Human Resources, Student Affairs, Provost
- **Anticipated Project Completion:** August 1, 2026
- **Priority Level:** Completed
- **Status:** Under review by MDT
- **Notes/Solutions:** In April 2022, Human Resources established the Director Organizational Excellence position for this purpose (see Rec. 3.1); the incumbent has consistently increased the programmatic training and development offerings to campus individuals and units (see Rec. 3.2). Campus employs the services of student and faculty ombudspersons (see Rec. 3.3). In collaboration with the CSU, campus has recently developed a Time, Place, Manner Policy to assist in the response to difficult issues (see Rec. 3.4). Beginning fall 2024, MDT will review the current structure and consider the needs for additional training and services.

#### **Task 4: Create a centralized reporting mechanism that includes the option for online and anonymous reporting**

4.1: Ensure that the landing page for the anonymous reporting option includes appropriate caveats about the university's limited ability to respond to an anonymous report

- **Fiscal Component:** TBD
- **Project Leader:** Poole-Callahan, Blodorn, Boschini
- **Stakeholder Offices:** EIC, Student Affairs, Human Resources, Provost
- **Anticipated Project Completion:** August 1, 2025
- **Priority Level:** High
- **Status:** Under review by MDT
- **Notes/Solutions:** MDT will begin discussions in fall 2024 regarding centralized reporting services.

#### **Task 5: Build a triage model/review process to ensure that all reports are assessed by Title IX and DHR professionals (and a subset of the Title IX/DHR MDT) and evaluate potential avenues for resolution that include the following:**

5.1: Identify potential policy violation and investigative response, if any

5.2: Refer to the appropriate administrator/department to coordinate/lead the response

5.3: Identify reasonably available individual supportive measures, if any, and

5.4: Identify appropriate community remedies, if any

- **Fiscal Component:** None
- **Project Leader:** Brown, Poole-Callahan, Blodorn, Boschini
- **Stakeholder Offices:** EIC, Student Affairs, Human Resources, Provost
- **Anticipated Project Completion:** August 16, 2025
- **Priority Level:** High
- **Status:** Under review by MDT
- **Notes/Solutions:** Currently, incident reports are assessed within MDT-stakeholder office that received the report and with consultation of Title IX/DHR Administrator, matter is then referred out to appropriate stakeholder office for supportive response and processing. Once implementation of a centralized-reporting structure is assessed, MDT will review changes to incident report processing.

**Task 6: The reporting and resolution processes must ensure sufficient documentation system to track responsiveness, patterns and trends**

- **Fiscal Component:** \$21k
- **Project Leader:** Villatoro, Poole-Callahan, Blodorn, Nieblas, Boschini
- **Stakeholder Offices:** EIC, Student Affairs, Provost, Human Resources
- **Anticipated Project Completion:** August 16, 2025
- **Priority Level:** High
- **Status:** Under development
- **Notes/Solutions:** In 2024, multiple campus stakeholder offices completed initial implementation of an enterprise-level case management system (Maxient). System training and full implementation is ongoing through the 2024-25 academic year. Recordkeeping, constituent engagement, and data analytic tools are available in the processing of OCC matters.

**Task 7: This information should be tracked and analyzed on at least an annual basis to inform the need for remedial actions regarding culture and climate, targeted prevention and education programming, and ongoing issues of concern**

- **Fiscal Component:** \$21k
- **Project Leader:** Poole-Callahan, Blodorn, Boschini
- **Stakeholder Offices:** EIC, Student Affairs, Provost, Human Resources
- **Anticipated Project Completion:** September 1, 2025
- **Priority Level:** Medium
- **Status:** Under development
- **Notes/Solutions:** Beginning in fall 2024, MDT will assess data gathering and evaluation procedure.