



SACRAMENTO STATE

IMPLEMENTATION PLAN

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



PREPARED BY

University Implementation Team | Updated June 2025

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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, Sacramento (Sacramento State) 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, Sacramento State created an Implementation Team to evaluate, assess, and implement the Cozen O'Connor recommendations at Sacramento State. The team launched a website dedicated to cataloging the team's plan and progress.

IMPLEMENTATION TEAM

To facilitate the implementation of recommendations, Sacramento 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 Sacramento State Implementation Team include:

- Executive Director of Equal Opportunity/Title IX Coordinator/DHR Administrator – Skip Bishop (chair)
- Interim Chief Diversity Officer – Michael Nguyen
- Vice Provost for Faculty Success – Rebecca Cameron
- Senior Associate Vice President of Human Resources – Machel Martin
- ASI Student Representative – TBD
- Faculty and Chair, Women's & Gender Studies Department, College of Social Sciences and Interdisciplinary Studies – Sujatha Moni
- Program Analyst, College of Continuing Education (University Staff Assembly) – Madeleine Vadenais
- Director of Employee & Labor Relations/Academic Labor Relations – Mark Hyde

- Assistant Professor, Undergraduate Studies in Education, College of Education – Riana Pella
- Associate Director of Equal Opportunity – Stephanie Cruz
- Associate Professor, Criminal Justice, College of Health & Human Services – Alexa Sardina
- Senior Associate Athletics Director for DEI/Senior Women’s Administrator, Athletics – Pamm Zierfuss-Hubbard
- Associate Director of Student Organizations & Leadership, Student Affairs – Ashley Torres-Gibson
- Systemwide Senior Director for Civil Rights Chancellor’s Office – Tina Leung

UNIVERSITY DEMOGRAPHICS AND POPULATION

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

CALIFORNIA STATE UNIVERSITY, SACRAMENTO		
Location Information		
Location: Sacramento, CA (pop. 528,001) ⁱ	County: Sacramento County (pop. 1,584,169) ⁱⁱ	Locale Classification: Large City ⁱⁱⁱ
University Information		
President: Robert S. Nelsen (July 2015-July 15, 2023) J. Luke Wood (July 16, 2023-present)		
Designations: Hispanic Serving Institution (HSI) ^{iv} Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) ^v California's First Black-Serving Institution ^{vi}		
Enrollment		
Total Number of Students ^{vii}	30,883	
Student Ethnicity ^{viii}		
White	23%	
Hispanic/Latino	37%	
Asian	21%	
Two or More Races	6%	
Race and Ethnicity Unknown	2%	
Black/African American	7%	
International Student	3%	
Native Hawaiian/Other Pacific Islander	1%	
American Indian/Alaska Native	<1%	
Instructional Faculty ^{ix}		
Total Number of Faculty	1,747.00	
Tenure-Track	41.8%	
Lecturer	58.2%	
Percent Full-Time ^x	46.83%	
Percent Part-Time	53.17%	
Staff ^{xi}		
Total Number of Staff	1,386	
Percent Full-Time	99.44%	

Percent Part-Time	.55%
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PROGRESS TO DATE

Since its formation, the Sacramento State Implementation Team has met regularly and has developed both this Implementation Plan and a plan for keeping the campus community updated regarding our progress.

Information Sharing:

Sacramento State's Office of Equal Opportunity (OEO) and members of the Implementation Team will present to various campus committees, campus stakeholder offices, student groups, and campus community groups to provide critical updates regarding the Implementation Team's efforts and the results of Sacramento State's Cozen O'Connor report. The presentations will allow time for discussion, questions, and feedback opportunities. The presentations will point participants to the Sacramento State Implementation Team website to receive the most updated information and a place to pose questions or provide ongoing feedback.

Timeline: Spring 2025

Quick Reference Summaries: Infographics & Video Clip

OEO will create quick reference one (1) page student and employee summaries outlining the purpose of CSU's Systemwide assessment of Title IX and DHR programs and activities, convey Sacramento State's strengths from the assessment, and identify next steps for the Implementation Team to strengthen campus DHR and Title IX efforts. Additionally, if time permits, a short video will be created with a brief summary of the Implementation Team's efforts.

Timeline: Fall 2024 – Spring 2025 (Ongoing)

Campus Communication Platforms:

When critical informational updates are needed, University Communications will work with the Implementation Team to release campus wide emails, notifications through campus newsletters, social media channels, and other campus communication platforms.

Timeline: As Needed

Documentation

Campus presentations, emails, etc. will be documented in the Implementation Plan and/or Communications Plan in chronological order. Presentations will also be added to the Assessment webpage.

PLAN SUMMARY

The Cozen O'Connor recommendations for Sacramento 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).

INFRASTRUCTURE AND RESOURCES

The Infrastructure and Resources Subcommittee plan aims to strengthen our Title IX/DHR program by strategically addressing key recommendations outlined on pages 38 of the Sacramento 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.

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

- Fiscal Component: No
 - Project Leader: OEO
 - Stakeholder Offices: CSU, Sacramento State
 - Anticipated Project Completion: Spring 2025
 - Priority Level: High (Quickly Accomplished)
 - Status: In progress
- Notes/Solutions: The university is collaborating with the Chancellor's Office on implementing this recommendation.

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: No
 - Project Leader: OEO
 - Stakeholder Offices: CSU, Sacramento State
 - Anticipated Project Completion: Summer 2024
 - Priority Level: High (Quickly Accomplished)
 - Status: Complete
- Notes/Solutions: The university has shared the last three academic year budgets with the Chancellor's Office.

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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, Sacramento State
- Anticipated Project Completion: Fall 2024
- Priority Level: High (Core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: The Office for Equal Opportunity (OEO) oversees all Title IX/Discrimination, Harassment, and Retaliation (TIX/DHR) matters. The OEO team includes an Executive Director, Associate Director, project manager, two investigators, interim intake & prevention specialist (limited term emergency hire), interim administrative support coordinator (ASC) (limited term emergency hire), and two student interns. OEO has the following essential responsibilities: Intake and outreach, Case management, Investigations and hearings, Informal resolution, Sanctions and remedies, Prevention education, Training, Data entry and analysis, Administrative tasks, ensure a legally compliant and effective Title IX/DHR programs, response support focused on essential care, and additional responsibly unrelated to Title IX/DHR (e.g., whistleblower and other Inclusive Excellence duties unrelated to Title IX/DHR).

Additional staffing/resources are needed to fully implement the recommendations, and drive meaningful, systemic change that fosters a safer, more inclusive campus environment.

Task 3.1.1. To be fully resourced, OEO would have a Title IX Coordinator/DHR Administrator, a training and education coordinator, a support and intake coordinator, two investigators (which may increase over time), and an administrative manager.

- Fiscal Component: Yes
 - Project Leader: OEO
 - Stakeholder Offices: OEO, Inclusive Excellence, Human Resources
 - Anticipated Project Completion: Fall 2024
 - Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
 - Status: Complete
- Notes/Solutions: See Notes/Solutions for Task A.3. To ensure the university's Title IX/DHR program is fully resourced following a comprehensive mapping of its functions, the Office for Equal Opportunity (OEO) would include:
- AVP for Equal Opportunity (Title IX Coordinator/DHR Administrator) (MPP)
 - Associate Director (Deputy Title IX Coordinator/DHR Administrator for Compliance) (MPP)

- Assistant Director (Deputy Title IX Coordinator/DHR Administrator for Prevention Programming) (MPP)
- Two Investigators (MPP)
- Two Intake/Supportive Measures Coordinators (MPP)
- Prevention Education Programming Specialist (Staff)
- Alternative Dispute Resolution Coordinator (MPP)
- Administrative Support Coordinator (Staff)
- Four to six Interns (Students)

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: No
- Project Leader: OEO
- Stakeholder Offices: CSU, Sacramento State
- Anticipated Project Completion: Fall 2024
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: The university has shared the last three academic year budgets and current/future staffing needs with the Chancellor's Office.

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: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, Sacramento State, OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: Low
- Status: Complete
- Notes/Solutions: Collaboration with the Chancellor's Office has led to improvements in the Maxient system, enhancing data collection and retention protocols.

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: No
- Project Leader: OEO
- Stakeholder Offices: CSU, Inclusive Excellence, Student Affairs, Human Resources, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete

Notes/Solutions: This is already in effect. The implementation team chair routinely meets with the Chief Diversity Officer and other campus senior leadership regarding Title IX/DHR programming and implementation of the recommendations.

Task 6.1. Provide training or professional development as needed to strengthen the oversight competencies and review of subject matter decisions.

- Fiscal Component: Yes
- Project Leader: Sacramento State, OEO
- Stakeholder Offices: Sacramento State, CSU
- Anticipated Project Completion: Recurring
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: Professional development for OEO staff and other professionals who have Title IX and DHR oversight/review roles is supported by the University. The Chancellor's Office also provides training and professional development for Title IX and DHR professionals.

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: Yes
- Project Leader: Sacramento State, OEO
- Stakeholder Offices: OEO, Sacramento State, CSU
- Anticipated Project Completion: Recurring
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: Professional development for OEO staff and other professionals who have Title IX and DHR oversight/review roles is supported by the University. The Chancellor's Office also provides training and professional development for Title IX and DHR professionals.

Task 8. Identify a sustainable model to provide respondent support services.

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Unknown
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Not Started
- Notes/Solutions: The university currently does not have the resources to implement this recommendation. The university looks forward to further partnering with the Chancellor's Office in implementing this recommendation as additional guidance becomes available.

STRENGTHENING INTERNAL PROTOCOLS

The goal of the Strengthening Internal Protocols Subcommittee is to promote accountability and strengthen Sacramento 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.

Coordinate with the Regional Director, Systemwide Civil Rights Director, and subject matter experts to:

Task 1.1. Map the case resolution process from reporting and intake through to investigation and resolution process.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, CSU
- Anticipated Project Completion: Spring 2024
- Priority Level: High (core Function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO has completed this process with assistance from the Chancellor's Office.

Task 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU
- Anticipated Project Completion: Spring 2024
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO has completed this process with assistance and relevant guidance from the Chancellor's Office.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Human Resources Academic Labor Relations/Office of Faculty Advancement, Employee & Labor Relations (ALR/OFA, ELR)

- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: The university's employee-focused Case Management Team for staff personnel & academic personnel regularly meets to discuss and address intersections between Title IX/DHR process and procedures and faculty /staff grievance and disciplinary processes.

Task 1.2. Develop robust intake, outreach, and case management protocols for supportive measures and resources.

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2024
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO's protocols, processes, and procedures are well documented and firmly in place. The Cozen O'Connor assessment recommends that OEO "separate support/advocacy functions from investigation functions 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" (Recommendation XI.B.1.4).

Budgetary realities have significantly impacted OEO's ability to fully implement this recommendation. Efforts to separate support and advocacy functions from investigative responsibilities are underway to establish clear distinctions between support providers and investigators. While meaningful progress has been made, sustaining and fully implementing this recommendation remains challenging under current staffing levels.

In Fall 2024, OEO was approved to add an Interim Intake & Prevention Specialist as a limited-term emergency hire – with funding coming from the President's Office. Unfortunately, budgetary constraints prevented the President's Office from funding this position, so OEO had to absorb the costs. Although this role has provided some relief, it is scheduled to end on September 16, 2025, with no commitment to fund its continuation.

In January 2025, OEO temporarily filled its Administrative Support Coordinator (ASC) position due to the incumbent's extended leave of absence.¹ The former ASC is no longer affiliated with the university. The emergency term for the temporary ASC is set to conclude on July 4, 2025. In late May 2025, OEO was informed that the position could not be permanently filled until 2026 at the earliest. Because the temporary assignment cannot be extended, the university plans to transfer an employee from another department to fill the role on an interim basis.

¹ OEO and its predecessor office have maintained a permanent Administrative Support Coordinator (ASC) position since the early 2000s.

Without the Intake & Prevention Specialist and during the transition to a temporary ASC, OEO will lack the capacity to separate key functions, significantly hindering its ability to implement this recommendation effectively.

To address these limitations, converting the Intake & Prevention Specialist position into a permanent role—along with allowing OEO to hire a permanent ASC, adding a Training & Education Coordinator, and an Alternative Dispute Resolution Coordinator—would enable OEO to fully reassign supportive measures responsibilities away from investigators. The Executive Director and Associate Director would continue to provide support as needed. Implementing these changes would substantially improve the level of service OEO can provide to campus community members seeking support and resources.

Task 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: In fall 2023, the Chancellor's Office provided detailed guidance for this recommendation. OEO implemented the Chancellor's Office's guidance in full in November 2023. This guidance has been incorporated into OEO's case management system.

Task 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO has always met and will continue to meet with individuals who report conduct that may potentially violate the Nondiscrimination Policy, provided they wish to do so. However, not all reports meet the threshold that requires a meeting with OEO. In those cases, OEO refers reports that clearly fall outside this scope to the appropriate campus office or to relevant on-campus or off-campus resources.

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

- Fiscal Component: Yes

- Project Leader: OEO
- Stakeholder Offices: OEO, Confidential Advocates
- Anticipated Project Completion: Spring 2025
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: In Progress
- Notes/Solutions: OEO will collaborate with the campus confidential advocates to develop protocols.

Task 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.

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Human Resources (ALR/OFA, ELR), Academic Affairs, Student Affairs (Student Conduct, University Housing Services (UHS), other relevant university partners
- Anticipated Project Completion: Spring 2024
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO currently documents all supportive measures activity (whether granted or denied) in the electronic case file.

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

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO responds to responsible employee reports with information on next steps and thanking them for fulfilling their mandatory reporting duty.

Task 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023

- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO's current report response protocol includes sending an initial intake letter through Maxient offering to meet with the complainant to discuss resources, supportive measures, and reporting options. OEO sends a follow-up letter if the complainant does not respond within one week. OEO sends a third and final letter if the complainant does not respond within two weeks of the initial letter. If appropriate, OEO will contact the reporter or other relevant responsible employee and request their assistance in connecting with the complainant.

Task 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:

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO staff, led by the Executive Director (Title IX Coordinator/DHR Administrator), make up the **OEO internal assessment team**. The team assists the OEO Executive Director with assessing information and conducting a holistic assessment of new reports, tracking and responding to patterns and trends, and facilitating informed decision-making at key stages (e.g., whether OEO should file a formal complaint in the absence of complainant participation, implementation of supportive measures, case referral to the appropriate office). The **campus multi-disciplinary assessment teams** consistently assess information, conduct a holistic assessment of reports, track and respond to trends, and facilitate informed decision-making at key stages (e.g., implement supportive measures, imposition of emergency removal or administrative leave, case referral to the appropriate office). The individual teams, one for faculty and staff and one for students, meet on a bi-weekly basis and include representatives relevant to each group (e.g., student conduct, residential life, student organizations, staff employee and labor relations, and academic employee labor relations). Additional members who are included on an as needed basis are University Police (UPD), university counsel, and the University's Clery Director. This approach is not intended to in any way affect the independence of the Title IX Coordinator/DHR Administrator's decision-making. Rather, this approach facilitates confidential information sharing, leverages information known only by other campus units, and helps campus partners better understand legal requirements through the lens of individual cases.

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

- Fiscal Component: No

- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, other relevant university partners
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core Function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO's current report response protocol, collaborative student/employee multidisciplinary team processes, and student/employee Behavioral Intervention Team processes fulfill meet this requirement.

Task 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO's current report response protocol and collaborative student/employee case management team processes fulfill this requirement.

Task 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO's current report response protocol and collaborative student/employee case management processes meet this requirement.

Task 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.

- Fiscal Component: No

- Project Leader: OEO
 - Stakeholder Offices: CSU, OEO
 - Anticipated Project Completion: Fall 2023
 - Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
 - Status: Complete
- Notes/Solutions: OEO's current report response protocol meets this recommendation. The complainant is provided this information in the initial outreach letter and during the intake meeting.

Task 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.

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Pending
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: In Progress
- Notes/Solutions: The Cozen O'Connor assessment recommends that OEO "separate support/advocacy functions from investigation functions 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." (Recommendation XI.B.1.4). OEO will need an additional position(s)/resources to fulfill this recommendation for the reasons noted below. (See Section I.C.)

Budgetary realities have significantly impacted OEO's ability to fully implement this recommendation. Efforts to separate support and advocacy functions from investigative responsibilities are underway to establish clear distinctions between support providers and investigators. While meaningful progress has been made, sustaining and fully implementing this recommendation remains challenging under current staffing levels.

In Fall 2024, OEO was approved to add an Interim Intake & Prevention Specialist as a limited-term emergency hire. Although this role has provided some relief, it is scheduled to end on September 16, 2025, with no commitment to extend or convert it to a permanent position.

The emergency term for OEO's Administrative Support Coordinator (ASC) will also conclude on July 4, 2025. In late May 2025, OEO was informed that approval to hire a permanent ASC has been delayed until at least 2026. Since the temporary ASC's assignment cannot be extended, the university plans to transfer an employee from another department to temporarily fill the role.

Without the Intake & Prevention Specialist and during the transition to a temporary ASC, OEO will lack the capacity to separate key functions, significantly hindering its ability to implement this recommendation effectively.

To address these limitations, converting the Intake & Prevention Specialist position into a permanent role—along with adding a Training & Education Coordinator and an Alternative Dispute Resolution Coordinator—would enable OEO to fully reassign supportive measures responsibilities away from investigators. The Executive Director and Associate Director would continue to provide support as needed. Implementing these changes would substantially improve the level of service OEO can provide to campus community members seeking support and resources.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Human Resources (ALR/OFA, ELR), Academic Affairs, Student Affairs (Student Conduct, UHS), other relevant university partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Low
- Status: Complete
- Notes/Solutions: Sacramento State has two dedicated Case Management Teams focused on faculty & staff (OEO, ALR/OFA, Benefits, Belong, Education & Support (BES), ELR, Benefits) and students (OEO, UHS, SC, Student Organizations & Leadership, or SO&L, BES). The teams meet bi-weekly (every two weeks). The teams also meet on an ad hoc basis to address urgent/emergency issues. Other campus areas (including University Counsel, UPD, Clery, Workers' Compensation) are standing members and attend meetings on an as-needed basis.

Task 1.6. In conjunction with the Chancellor's Office, update membership and protocols for the multidisciplinary team by identifying 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.

- Fiscal Component: No
- Project Leader: CSU, OEO
- Stakeholder Offices: CSU, OEO, Human Resources (ALR/OFA, ELR), Academic Affairs, Student Affairs (Student Conduct, UHS), other relevant university partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Low
- Status: Complete
- Notes/Solutions:
- Sacramento State has two dedicated Case Management Teams focused on faculty & staff (OEO, ALR/OFA, Benefits, Belong, Education & Support (BES), ELR, Benefits) and students (OEO, UHS, SC, Student Organizations & Leadership, or SO&L, BES). The teams meet bi-weekly (every two weeks). The teams also meet on an ad hoc basis to address urgent/emergency issues. Other campus areas (including University Counsel, UPD, Clery, Workers' Compensation) are standing members and attend meetings on an as-needed basis.

Task 1.6.1. The MDT should meet regularly and at a minimum, weekly, to review all new reports.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Human Resources (ALR/OFA, ELR), Academic Affairs, Student Affairs (Student Conduct, UHS), other relevant university partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Low
- Status: Complete
- Notes/Solutions: Sacramento State has two dedicated Case Management Teams focused on faculty & staff (OEO, ALR/OFA, Benefits, Belong, Education & Support (BES), ELR, Benefits) and students (OEO, UHS, SC, Student Organizations & Leadership, or SO&L, BES). The teams meet bi-weekly (every two weeks). The teams also meet on an ad hoc basis to address urgent/emergency issues. Other campus areas (including University Counsel, UPD, Clery, Workers' Compensation) are standing members and attend meetings on an as-needed basis.

Task 1.6.2. 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).

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Human Resources (ALR/OFA, ELR), Academic Affairs, Student Affairs (Student Conduct, UHS), other relevant university partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Low
- Status: Complete
- Notes/Solutions: All team members understand their roles as responsible employees (mandatory reporters), including their duty to share all known information related to TIX/DHR issues.

Task 1.6.3. 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: Low
- Status: Complete
- Notes/Solutions: Sacramento State is moving towards universal use of the Maxient Case Management system, which will allow secure sharing of information with relevant offices/departments. In the interim, OEO and other areas that use Maxient share information

securely with those areas that do not use Maxient but have a legitimate business need for the information. [In collaboration with the system, Sac State is transitioning to Case IQ as its case management platform. It is anticipated that the transition will be complete in mid/late 2025.]

Task 1.6.4. The Title IX Coordinator/DHR Administrator should ensure that the multidisciplinary team is trained to treat information confidentially and sensitively, in compliance with state and federal privacy laws.

- Fiscal Component: No
- Project Leader: Sacramento State
- Stakeholder Offices: OEO, Sacramento State
- Anticipated Project Completion: Fall 2023
- Priority Level: Low
- Status: Complete
- Notes/Solutions: All members of the Case Management Teams (1) hold roles that require confidentiality and (2) understand how to treat information confidentially and sensitively, in compliance with state and federal privacy laws.

Task 1.6.5. 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Human Resources (ALR/OFA, ELR), Academic Affairs, Student Affairs (Student Conduct, UHS), other relevant university partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Low
- Status: Complete
- Notes/Solutions: The Case Management Team meets bi-weekly and holds ad-hoc meetings to serve this purpose.

Task 1.6.6. 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.

- Fiscal Component: No
- Project Leader: **OEO**
- Stakeholder Offices: CSU, OEO, Human Resources (ALR/OFA, ELR), Academic Affairs, Student Affairs (Student Conduct, UHS), other relevant university partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Low
- Status: Complete

- Notes/Solutions: The Case Management Team meets bi-weekly and holds ad-hoc meetings to serve this purpose.

Task 1.6.7. 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Human Resources (ALR/OFA, ELR), Academic Affairs, Student Affairs (Student Conduct, UHS), other relevant university partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Low
- Status: Complete
- Notes/Solutions: The Case Management Team meets bi-weekly and holds ad-hoc meetings to serve this purpose.

Task 1.7. Develop tools for consistent, informed, effective documentation and case management.

- Fiscal Component: No
- Project Leader: OEO, Sacramento State
- Stakeholder Offices: CSU, OEO, Sacramento State
- Anticipated Project Completion: Fall 2023
- Priority Level: High (Quickly Accomplished)
- Status: Complete
- Notes/Solutions: In fall 2023, the Chancellor's Office issued detailed guidance for this recommendation, which OEO fully implemented in November 2023. This guidance has been integrated into the university's case management system. Campus areas that do not utilize the case management system maintain their own internal documentation processes.

Task 1.7.1. For quality control, develop a case opening and closing checklist to ensure that all relevant documents, correspondence, and information are captured and preserved electronically on the University Report for Sacramento State.

- Fiscal Component: No
- Project Leader: OEO, Sacramento State
- Stakeholder Offices: CSU, OEO, Sacramento State
- Anticipated Project Completion: Fall 2023
- Priority Level: High (Quickly Accomplished)
- Status: Complete
- Notes/Solutions: In fall 2023, the Chancellor's Office issued detailed guidance for this recommendation, which OEO fully implemented in November 2023. This guidance has been integrated into the university's case management system. Campus areas that do not utilize the case management system maintain their own internal documentation processes.

Task 1.7.2. To the extent feasible, seek to maintain data in a usable and searchable electronic format for efficient decision making, analysis and review.

- Fiscal Component: No
- Project Leader: OEO, Sacramento State
- Stakeholder Offices: CSU, OEO, Sacramento State
- Anticipated Project Completion: Fall 2023
- Priority Level: High (Quickly Accomplished)
- Status: Complete
- Notes/Solutions: OEO switched from a paper-based case management system (Excel) to an electronic system (Maxient) in spring 2020. In fall 2023, the Chancellor's Office issued detailed guidance regarding maintaining data, which OEO fully implemented in November 2023. This guidance has been integrated into the university's case management system. Campus areas that do not utilize the case management system maintain their own internal documentation processes. [In collaboration with the system, Sac State is transitioning to Case IQ as its case management platform. It is anticipated that the transition will be complete in mid/late 2025.]

Task 1.7.3. Migrate all historical DHR reports and Title IX reports into the enterprise-level case management system, if not already included.

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO notes that the vast majority of its records are in paper form (late 1990s - 2020). OEO switched to Maxient (electronic case management system) in summer 2020. After consultation with the Chancellor's Office, this recommendation is not a priority so long as all paper files are stored consistent with the CSU document retention policy and all reports from summer of 2020 forward are in Maxient. Since this recommendation involves migrating decades worth of documents into Maxient, OEO considers this recommendation as complete. [In collaboration with the system, Sac State is transitioning to Case IQ as its case management platform. It is anticipated that the transition will be complete in mid/late 2025.]

Task 1.7.4. Develop periodic reviews for quality assurance.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete

- Notes/Solutions: The Title IX Coordinator/DHR Administrator or Associate Title IX Coordinator/DHR Administrator reviews all reports in real time (at the time of submission) and periodically reviews cases of high level and/or complex cases. OEO will document its protocols/procedures.

Task 1.8. Oversee investigations for quality and consistency of prompt and equitable processes.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: The Title IX Coordinator/DHR Administrator oversees all investigations (internal and external) for quality and consistency of prompt and equitable processes as required by state/federal regulations and CSU Policy.

Task 1.8.1. Establish a protocol to ensure the timeliness of investigations, with routine quality control mechanisms throughout the investigation process.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO established protocol utilizes the Maxient Case Management systems various features (e.g., calendaring, tasks, notes, internal/external communications, milestones, electronic file cabinet) to ensure that all investigations are addressed in a timely, equitable, and compassionate manner.

Task 1.8.2. 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).

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete

- Notes/Solutions: The Investigator's calendaring system, the Title IX Coordinator/DHR Administrator's oversight of all investigations, and the OEO's established Maxient Case Management system protocols (see previous notes) meet this recommendation.

Task 1.8.3. 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: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: The Title IX Coordinator/DHR Administrator's oversight of all investigations and the OEO's established Maxient Case Management system protocols (see previous notes) meet this recommendation. All draft investigation reports are also reviewed by University Counsel and/or Systemwide Civil Rights Attorney assigned to the university.

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

- Fiscal Component: No
- Project Leader: CSU, OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO regularly evaluates barriers to reporting/trends and incorporates this information into its processes and programming. OEO will implement any guidance provided by the Chancellor's Office.

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

- Fiscal Component: No
- Project Leader: CSU, OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO regularly evaluates its templates to ensure that the tone, format, and content of documents are compassionate and equitable. OEO will implement any additional guidance provided by the Chancellor's Office.

Task 3.1. Consolidate the online Title IX Reporting Form and DHR Reporting Form into one single form.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO has consolidated the online reporting form into one single form.

Task 3.2. Consolidate the incident reporting instructions such that all community members (regardless of whether they are students, staff, or faculty) are directed to submit online incident reports using the same online reporting form.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO has consolidated the online reporting instructions to meet this recommendation.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, Human Resources (ALR/OFA, ELR)
- Anticipated Project Completion: Spring 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: This review is conducted internally (by OEO) and during the faculty and staff case management Team bi-weekly and ad-hoc meetings.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO

- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: The Title IX Coordinator/DHR Administrator is actively involved in all disciplinary decisions as is required by state/federal law and CSU policy.

Task 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: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: The Title IX Coordinator/DHR Administrator is already fulfilling this recommendation.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Spring 2025
- Priority Level: Moderate
- Status: In Progress
- Notes/Solutions: OEO is currently identifying platforms and necessary resources to develop and implement assessment tools to collect feedback about the entire reporting/resolution process.

Task 6. Invest in professional development opportunities for OEO staff to further develop both the care and compliance functions of the role.

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Sacramento State
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: The CSU and university have always supported annual professional development and continuous learning for OEO staff.

Task 7. Assess the need for additional professional development and subject matter expertise regarding Title IX scope/jurisdiction issues.

- Fiscal Component: Yes
- Project Leader: CSU, OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: Ongoing professional development is essential in this field. OEO has identified additional opportunities to further enhance its knowledge, skills, and expertise and will actively pursue these opportunities as resources allow.

COMMUNICATIONS

The goal of the Communications Subcommittee 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 Sacramento State, as well as the progress of the Implementation Team as the University works to meet the recommendations of the Cozen O'Connor report.

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

Task 1.1. Dissemination of the Notice of Nondiscrimination on the basis of gender.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO disseminates the Notice of Nondiscrimination based on gender/sex and any protected status at the start of each semester. The notice is sent to the campus community via the University's "Sac Send" campuswide communications platform. The University also has a dedicated Notice of Nondiscrimination webpage that is also linked to through the University's main webpage, OEO's webpage, Athletics Department webpage, and Admissions Office webpage.

Task 1.2. Dissemination of the CSU Nondiscrimination Policy.

- Fiscal Component: No
- Project Leader: OEO

- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO disseminates the Notice of Nondiscrimination based on gender/sex and any protected status at the start of each semester. The notice is sent to the campus community via the University's "Sac Send" campuswide communications platform. The University also has a dedicated Notice of Nondiscrimination webpage that is also linked to through the University's main webpage, OEO's webpage, Athletics Department webpage, and Admissions Office webpage.

Task 1.3. Information about reporting and resources.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete
- Notes/Solutions: Reporting and resource information is included in the CSU Policy and Nondiscrimination notices that are shared with the campus community at the start of each semester. Reporting and resources information is also included in mandatory faculty, staff, and student training. Persons who report to OEO, UPD, Confidential Advocates, etc. also receive reporting and resource information.

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

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: OEO, IE Communications Specialist, IE Interns
- Anticipated Project Completion: Fall 2022
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: Since August 2022, OEO, Sexual Violence Awareness Team (SVAT)², and other campus partners have been actively increasing non-mandatory preventative programs. This includes a comprehensive Sexual Assault Awareness Month (SAAM) programming calendar and new fall events such as Red Zone/Consent training, which involved over 3000 student in-person. Other initiatives include Hornet Wellness Week, WELLCome Back tabling (part of Wellness Week), Lovefest (Healthy Relationship Fair), and additional informational materials RedZone/Consent cards, magnets, posters, etc. These magnets were placed in all residential life housing units. Additionally, there has been tabling at "La Bienvenida (The Welcome)," collaboration with SO&L to

² SVAT is made up of staff, faculty, and student volunteers who, despite having other responsibilities, contribute their time and efforts out of goodwill. As such, these volunteers are not expected to undertake large programming projects that fall within the university's responsibility.

provide prevention & education materials on Red Zone/C.L.E.A.R. Consent at Phlagleblast 2023, collaboration with Student Affairs to build an internal student Title IX training module, and much more. The resource materials have been distributed to students, placed in various campus offices (e.g., Student Employment, Disability Access Center), and posted on various campus announcement boards.

OEO Student-Interns created a "Meet Us" social media campaign to help familiarize the campus community with OEO. The campaign began the week of 8/14 and will continue throughout the academic year. OEO student-interns also created a Consent Public Service Announcement (PSA) video that is posted on the University's Title IX website. OEO also participates in the Residential Live "Resource Scavenger Hunt," a program that increases student awareness of on-campus resources.

OEO has collaborated with and will continue collaborating with the IE Communications Specialist and University Communications regarding website content and campus/external messaging. The collaboration includes updates such as new video on the Title IX site, updated information on resources and process steps. A link to OEO website was also added to the "My Sac State - Student Related Links" portal. These campaigns will continue into the foreseeable future.

OEO's increased campus programming has directly contributed to better visibility. All required/volunteer programming include information required by the Nondiscrimination Policy Addendum D (e.g., how to report, resolution options, supportive measures, on/off campus resources).

Task 2.1. Prioritize the messages of care, supportive measures, and resources.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO's standard protocol is to address every report in a timely, equitable, and compassionate manner.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: This is an ongoing practice applicable to the OEO report response process and Prevention, Education, Training, and Awareness programming.

Task 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 (including print, web, social media, and imprinted on giveaway products).

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See response to Task 2.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO regularly reviews and updates the websites it is responsible for to provide timely, accurate information.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO regularly reviews and updates relevant campus websites to provide timely, accurate information.

Task 3.2. Ensure that web content includes photographs and contact information for Title IX/DHR staff, Notice of Nondiscrimination, 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO

- Anticipated Project Completion: Spring 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO's office and Title IX websites present relevant information in a clear and organized manner to avoid overwhelming readers or cluttering the site. Photographs of all OEO staff are not included due to reasons outside the scope of this assessment.

Task 3.3. Update the Notice of Nondiscrimination to include protected statuses other than sex and gender on OEO's website.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO; IE Communication Specialist
- Anticipated Project Completion: Fall 2023
- Priority Level: High (Quickly Accomplished)
- Status: Complete
- Notes/Solutions: OEO created a new notice encompassing gender/sex and all protected statuses and disseminated the notice in fall 2023. OEO will disseminate the notice at the start of each semester and add the notice to the OEO website with links to other campus websites.

Task 3.4. Include OEO information and resources on Canvas.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, Information Resources & Technology (IRT) Academic Technology Services Team
- Anticipated Project Completion: Spring 2024
- Priority Level: Moderate
- Status: Complete

Task 3.5. Update all links to the Notice of Nondiscrimination Based on Gender or Sex so that they link to the same, most updated version of the document.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO; IE Communication Specialist
- Anticipated Project Completion: Spring 2024
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO has updated all links. See Notes/Solutions section for Task 1.1.

Task 3.6. Include a broader Notice of Nondiscrimination on the basis of other protected statuses such as age, race, national origin, and disability.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO

- Anticipated Project Completion:
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: See Notes/Solutions section of Task 1.1 and 3.3.

Task 3.7. Simplify the “How Do I Report an Incident?” (<https://www.csus.edu/title-ix/report-an-incident.html>) webpage to include only one link to the reporting form, as both forms for students and employees/third parties are identical.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO has consolidated the reporting process to include only one link to the reporting form.

Task 3.8. List all OEO staff members on OEO’s own website. Currently, the full staff directory is only listed on the Division of Inclusive Excellence website.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO has added a "Meet Us" section to the OEO and Title IX Websites, which includes the full OEO staff directory.

Task 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:

Task 4.1. Reflect the current staffing and structure of the office, information on the current CSU Nondiscrimination Policy and resolution processes, and current information about on- and off-campus resources, including confidential resources.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO regularly reviews and updates all relevant materials.

Task 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.

- Fiscal Component: Yes
- Project Leader: OEO, ODJ
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO regularly reviews and updates all relevant materials and disseminates the materials appropriately. OEO does not have the resources to translate documents into other languages and Braille.

Task 4.3. 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).

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO has increased the use of QR codes on its materials to address this recommendation. There was a fiscal component to add QR codes. OEO also currently uses a standardized email address (equalopportunity@csus.edu) on all materials.

Task 5. Develop an expanded annual report with meaningful information/data.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: The university collaborated with the Chancellor's Office on implementing this recommendation.

Task 6. 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: No
- Project Leader: OEO

- Stakeholder Offices: OEO, Sacramento State
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: The university's Sexual Violence Awareness Taskforce (SVAT) currently serves this role. SO&L, UHS, Athletics, and other campus areas also assist with communications.

Task 7. 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: Yes
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO has quadrupled its Prevention, Education, Training, and Awareness programming (signature events, tabling, orientations, information fairs, collaborating/co-sponsoring with other campus offices, annual meet and greets/formal training for key audiences, etc.) since fall 2023 and will continue to increase programming opportunities going forward. In 2023–2024, OEO delivered over 55 in-person prevention education programs, and participated in another 25+ events hosted by SO&L, WEAVE (Confidential Advocates), Athletics, UHS, and the University Police Department. OEO utilizes a master calendar and training spreadsheet to keep track of the offerings. When used, PowerPoint slide decks and sign-in sheets are saved for auditing or review purposes. This recommendation has a fiscal component in the form of financial and human resources necessary to develop and conduct events at the requisite level considering the university's size.

PREVENTION, EDUCATION, PROFESSIONAL DEVELOPMENT, TRAINING AND AWARENESS

The Prevention and Education Subcommittee's proposed plan seeks to establish a comprehensive framework for Title IX/DHR prevention education programming by addressing key recommendations outlined on pages 44-46 of the Sacramento State Cozen O'Connor 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: Yes
- Project Leader: CSU, Sacramento State, Inclusive Excellence, OEO
- Stakeholder Offices: CSU, Sacramento State, Inclusive Excellence, OEO
- Anticipated Project Completion: Ongoing
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Complete

Notes/Solutions: In 2023–2024 and 2024-2025, OEO delivered over 55 prevention education programs, and participated in approximately 25 additional events hosted by campus partners such as SO&L, WEAVE (Confidential Advocates), Athletics, UHS, and the University Police Department.

- “Love Fest Healthy Relationships Fair” gave students the opportunity to develop and practice skills related to consent and health relationships. The “punch card” system requires students to complete eight tasks where they exercise their critical thinking skills on how they would address various scenarios such as consent, sexual assault, stalking, dating and domestic violence. There were over 2,296 “interactions” where students practiced their skill around these important topics.
- OEO-led in-person “Affirmative Consent” workshops for all university Housing residents:
 - 61% reported their “understanding of what consent entails” increased some or a lot
 - 64.5% reported their “confidence in how to navigate conversations around consent” increased some or a lot
 - 59% (Reported the “likelihood I will have conversations about consent before/during sexual activity” increased some or a lot
- SO&L’s Leadership Conference (Holding the Culture Accountable: Leaders as Allies is Preventing Sexual Violence):
 - Key Learning Outcomes: Heightened awareness of the many forms abuse and violence that can take, and how this awareness is crucial for driving social change.
 - 90.91% of participants rated the session highly, with 72.73% giving it a 10 out of 10.
 - All participants (100%) agreed that the workshop positively contributed to their leadership development.

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: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO
- Anticipated Project Completion: Ongoing
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO regularly collaborates with the Chancellor's Office and sibling campuses on effective programming, including programming around difficult issues.

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.

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: Sac State, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Not started
Notes/Solutions: The Cozen O'Connor assessment highlighted this recommendation. Currently, the university does not have a dedicated position for this role. Instead, OEO staff handle the creation, coordination, and facilitation of the vast majority of prevention, education, training, and awareness programs for the entire campus community. This work significantly impacts OEO's capacity to focus on other critical responsibilities, such as managing the report response process through resolution and providing campus-wide consultations. To address this, OEO has requested funding for a dedicated Training & Education Coordinator to focus exclusively on programming initiatives related to Title IX, DHR, Whistleblower policies, and the California Child Abuse and Neglect Reporting Act (CANRA).

Task 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: Yes
- Project Leader: OEO
- Stakeholder Offices: Sacramento State, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance issue if not accomplished)
- Status: Not started
- Notes/Solutions: See response to Task 3.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO and the University's Sexual Violence Awareness Taskforce (SVAT) currently serve this role. This recommendation will be included in the dedicated Training & Education Coordinator position description if funding is approved.

Task 4.1. The Committee should include representatives from all departments that provide training, prevention and education. This should include, 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, Diversity & Inclusion (DEI) professionals, identity-based affinity centers, university subject-matter experts, and staff, faculty, and student representatives.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See response to Task 4.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See response to Task 4.

Task 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: No
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See response to Task 4.

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.

- Fiscal Component: No
- Project Leader: OEO, University Learning and Development
- Stakeholder Offices: CSU, OEO, Human Resources (Learning and Development), Student Affairs
- Anticipated Project Completion: Waiting for Chancellor's Office guidance
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: As of August 2024, to meet the training demands outlined in the Assessment, all mandatory Title IX/DHR training for faculty, staff, and students is delivered through CSULearn or in-person, streamlining compliance with federal and state law, and CSU policies. Additional programming/training is developed and led by OEO with assistance from other campus areas.

Task 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.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, Human Resources (Learning and Development), Student Affairs
- Anticipated Project Completion: Fall 2025
- Priority Level: Moderate
- Status: In progress

Notes/Solutions: OEO has identified all areas that require training beyond the mandatory training. OEO currently provides as much training as possible. However, OEO's seven employees cannot do this alone on a campus comprised of 30,000+ students and 3500+ employees. OEO will continue to the best of its ability but does not anticipate meeting this recommendation due to budgetary constraints.

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

- Fiscal Component: No
- Project Leader: OEO, Sacramento State
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2025
- Priority Level: Moderate
- Status: Not Started
- Notes/Solutions: This recommendation requires additional resources to fully assess programming being offered throughout the university. This recommendation will be included in the dedicated Training & Education Coordinator position description, if approved.

Task 5.3. Identify opportunities for virtual and in-person engagement.

- Fiscal Component: No
- Project Leader: OEO, SVAT
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO and SVAT regularly identifies opportunities to increase virtual and in-person engagement.

Task 5.4. Develop core principles and standards for content development.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2025
- Priority Level: Moderate
- Status: In progress
- Notes/Solutions: OEO attempts to make its training content clear, relevant, engaging, inclusive, and accessible. If approved, the dedicated Training & Education Coordinator will be tasked with assisting OEO and other campus offices in this area.

Task 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: No
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2025
- Priority Level: Moderate
- Status: Not Started

- Notes/Solutions: OEO currently does not have the capacity/resources to meet this recommendation. This recommendation will be included in the dedicated Training & Education Coordinator position description, if approved.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (core function, predecessor of other recommendations, potential negative impact/compliance Issue if not accomplished)
- Status: Complete
- Notes/Solutions: OEO sends the required information/notices on an annual basis.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2025
- Priority Level: Moderate
- Status: In progress
- Notes/Solutions: OEO tracks this information for OEO programming. Other areas are responsible for tracking this information for their programming. This recommendation will be included in the dedicated Training & Education Coordinator position description, if approved.

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: No
- Project Leader: OEO
- Stakeholder Offices: OEO, Sacramento State
- Anticipated Project Completion: Fall 2025
- Priority Level: Moderate
- Status: Not started
- Notes/Solutions: OEO does not have the capacity/resources to implement and maintain a university prevention programming calendar. This recommendation will be included in the dedicated Training & Education Coordinator position description, if approved.

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

- Fiscal Component: No
- Project Leader: OEO

- Stakeholder Offices: OEO
- Anticipated Project Completion: Spring 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO already utilizes social media to share programming information. Other departments are responsible for distributing programming information relevant to their specific areas. This recommendation will be included in the dedicated Training & Education Coordinator position description, if approved.

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. Training should cover topics on Title IX and DHR, creating respectful and inclusive environments, conflict resolution, bystander intervention strategies, effective leadership and supervision, and reporting responsibilities under Title IX, the Clery Act, and CANRA.

- Fiscal Component: Yes
- Project Leader: CSU, OEO, Sacramento State
- Stakeholder Offices: CSU, OEO, Learning & Development (L&D)
- Anticipated Project Completion: Spring 2026
- Priority Level: Low
- Status: Not started
- Notes/Solutions: It is unlikely that the University will be able to fulfill this recommendation given current budgetary constraints.

Task 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: Yes
- Project Leader: CSU, OEO, Sacramento State
- Stakeholder Offices: CSU, OEO, L&D
- Anticipated Project Completion: Spring 2026
- Priority Level: Low
- Status: Not started
- Notes/Solutions: See response to Task 10.

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: Yes
- Project Leader: OEO, Sacramento State
- Stakeholder Offices: CSU, OEO, Office of Cultural Transformation (OCT), Office of Disability Justice (ODJ), L&D, various campus partners
- Anticipated Project Completion: Spring 2026

- Priority Level: Low
- Status: Not started
- Notes/Solutions: See response to Task 10.

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

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, OEO, OCT, ODJ, L&D, various campus partners
- Anticipated Project Completion: Spring 2026
- Priority Level: Low
- Status: Not started
- Notes/Solutions: See response to Task 10.

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

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, Academic Affairs
- Anticipated Project Completion: Fall 2024
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO has sample syllabi statements on its website. OEO has recommended to Academic Affairs that this information be included in all syllabi statements with the understanding that faculty control what is included in syllabi.

Task 14. Commit to providing programming regarding bystander engagement.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2023
- Priority Level: High (quickly accomplished)
- Status: Complete
- Notes/Solutions: OEO and other campus partners (including Student Affairs, Confidential Advocates) deliver bystander intervention programming on at least an annual basis.

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

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: High (quickly accomplished)

- Status: Complete
- Notes/Solutions: OEO staff regularly participate in professional development/networking opportunities and other relevant events.

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

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: OEO, Peer and Academic Resource Center (PARC), various campus partners
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Not started
- Notes/Solutions: The university currently only has a Student Health & Counseling "Peer Educator" internship program. Additional resources will be needed to meet this recommendation.

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

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: TBD
- Priority Level: Low
- Status: Not started
- Notes/Solutions: OEO is considering developing a "Title IX Ambassador" program following the CSU Fullerton model. The program will provide training and practical skills for selected students to serve as a source of information and support for their organization or social circle. This program will include financial compensation for participation. OEO will need additional resources to meet this requirement. This recommendation will be included in the dedicated Training & Education Coordinator position description, if approved.

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

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: OEO, various campus partners
- Anticipated Project Completion: Fall 2023
- Priority Level:
- Status: Complete
- Notes/Solutions: Facilities Management has updated monument wayfinding signs and building signs to increase OEO's visibility. OEO, SVAT, and other campus partners have also been working since August 2022 to increase the number of non-mandatory preventative programs. This includes a comprehensive Sexual Assault Awareness Month (SAAM) programming calendar, new fall events like Red Zone/Consent in-person training for over 3000 student participants, Hornet Wellness Week, WELLCome Back tabling (part of Wellness Week), Lovefest (Healthy Relationship Fair), and additional informational materials such as RedZone/Consent cards, magnets, and posters. The

magnets were placed in all residential life housing units. Additionally, we have tabled at "La Bienvenida (The Welcome)," collaborated with Student Organizations & Leadership (SO&L) to provide prevention & education materials on Red Zone/C.L.E.A.R. Consent at Phlagleblast 2023, collaborated with Student Affairs to build an internal student Title IX training module, and much more. The resource materials also were distributed to students, placed in various campus offices (e.g., Student Employment, Disability Access Center), and posted on various campus announcement boards.

OEO Student-Interns created a "Meet Us" social media campaign to help familiarize the campus community with OEO. The campaign began the week of 8/14 and will continue throughout the academic year. OEO student-interns also created a Consent PSA video that is posted on the University's Title IX website.

OEO has and will continue collaborating with the IE Communications Specialist and University Communications regarding website content and campus/external messaging, including new videos on the Title IX site and updated resources information and process steps. A link to the OEO website was also added to the "My Sac State - Student Related Links" portal. These campaigns will continue for the foreseeable future.

OEO's increased campus programming has directly contributed to better visibility. All required/volunteer programming includes information required by the Nondiscrimination Policy Addendum D (including how to report, resolution options, supportive measures, on/off campus resources).

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 Sacramento State Cozen O'Connor report pages 46-48. The initial phase entails creating a set of communal agreements that establishes expectations for how members of the Sacramento 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.

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.

- Fiscal Component: No
- Project Leader: CSU, Office of General Counsel, Inclusive Excellence
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate

- Status: Complete
- Notes/Solutions: The university appreciates the November 2024 guidance provided by the Chancellor's Office. University stakeholder offices will use the guidance to assist with this recommendation.

Task 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.

- Fiscal Component: No
- Project Leader: CSU, Office of General Counsel, Inclusive Excellence
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See Task 1 note.

Task 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: No
- Project Leader: Inclusive Excellence, OCT
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See Task 1 note.

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

- Fiscal Component: Yes
- Project Leader: Inclusive Excellence, OCT
- Stakeholder Offices: Academic Affairs, Student Affairs, Inclusive Excellence, Human Resources, Deans/Chairs, Academic Senate, University Staff Assembly (USA)
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: In Progress
- Notes/Solutions: See Task 1 note.

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

- Fiscal Component: Yes

- Project Leader: Inclusive Excellence, L&D, Student Affairs
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: In Progress
- Notes/Solutions: See Task 1 note.

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

- Fiscal Component: Yes
- Project Leader: Human Resources
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: In Progress
- Notes/Solutions: Human Resources regularly reviews and adjusts its processes to meet the needs of the university. See Task 1 note.

Task 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.

- Fiscal Component: Yes
- Project Leader: Human Resources
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Not started
- Notes/Solutions: See Task 1 note.

Task 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.

- Fiscal Component: Yes
- Project Leader: Human Resources, Sacramento State, OEO, BES
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Not started
- Notes/Solutions: The university would benefit from the creation of a fully resourced Ombudsperson Office, similar to those at other CSU campuses. If creating an Ombudsperson Office is not feasible,

OEO and BES have jointly requested funding for an Alternative Dispute Resolution Coordinator (MPP) position.

Task 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.

- Fiscal Component: Yes
- Project Leader: Sacramento State, OCT, SO&L
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Not started
- Notes/Solutions: The university appreciates the Chancellor's Office's new interim Systemwide Time, Place and Manner Policy and website. The university has communicated the policy to the campus community. Additional programming to develop communications competencies will require additional funding. See Task 1 note.

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

- Fiscal Component: Yes
- Project Leader: Inclusive Excellence; OCT
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Not started
- Notes/Solutions: See Task 1 note.

Task 3.6. Invest in education and training about conflict resolution.

- Fiscal Component: Yes
- Project Leader: Inclusive Excellence, OCT
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Not started
- Notes/Solutions: OEO has requested funding for a Training & Education Coordinator and an Alternative Dispute Resolution Coordinator to address this and related recommendations. See Task 1 note.

Task 4. Create a centralized reporting mechanism that includes the option for online and anonymous reporting.

- Fiscal Component: Yes
- Project Leader: Sacramento State
- Stakeholder Offices: CSU, Campus Counsel, Administration & Business Affairs (ABA), Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO and various Student Affairs offices utilize the Maxient Case Management system that includes the option for online and anonymous reporting. There is growing support to expand the use of Maxient across all campus divisions. Senior leadership will make that decision. Increasing the use of Maxient will likely require purchasing additional licenses.

Task 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: No
- Project Leader: Sacramento State
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: Spring 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO has updated the online reporting system landing page to include this information.

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:

- Fiscal Component: Yes
- Project Leader: OEO
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, ABA, Inclusive Excellence, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO reviews all reports and evaluates potential avenues for resolution and refers cases to the appropriate department for disciplinary/sanction implementation and/or to address OCC. When necessary, OEO collaborates with Sacramento State's three dedicated Case Management Teams—faculty (OEO, ALR, OFA, Benefits, BESS), staff (OEO, ELR, Benefits, BESS), and students (OEO, UHS, SC, SO&L, BESS)—and University Counsel, UPD, Clery, Workers' Compensation, and other relevant areas to review and analyze reports.

Task 5.1. Identify potential policy violation and investigative response, if any.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See Task 5 note.

Task 5.2. Refer to the appropriate administrator/department to coordinate/lead the response.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See Task 5 note.

Task 5.3. Identify reasonably available individual supportive measures, if any.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: Fall 2023
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See Task 5 note.

Task 5.4. Identify appropriate community remedies, if any.

- Fiscal Component: No
- Project Leader: OEO
- Stakeholder Offices: CSU, Campus Counsel, Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: Fall 2024
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: See Task 5 note.

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

- Fiscal Component: Yes
- Project Leader: Sacramento State
- Stakeholder Offices: CSU, Campus Counsel, Administration & Business Affairs (ABA), Human Resources, Academic Affairs, Student Affairs, Inclusive Excellence, OEO
- Anticipated Project Completion: TBD
- Priority Level: Moderate
- Status: Complete
- Notes/Solutions: OEO and various Student Affairs offices utilize the Maxient Case Management system. There is growing support to expand the use of Maxient across all campus divisions. Senior leadership will make that decision. Increasing the use of Maxient will likely require purchasing additional licenses.

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

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

ⁱⁱⁱ Defined as a territory inside an urbanized area and inside a principal city with 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>.

^{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 AANAPISIs are defined under the Higher Education Act as colleges or universities with an undergraduate enrollment that is at least 10% Asian American and Native American Pacific Islander. Additionally, at least half of the University's degree-seeking students must be low-income. See <https://www2.ed.gov/programs/aanapi/eligibility.html>

^{vi} Sacramento State news and top stories. See <https://www.csus.edu/news/newsroom/stories/2024/6/black-serving-institution.html>

^{vii} California State University Enrollment Data, Fall 2023, Sacramento State: 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.

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

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

^{xi} 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.