



Date: Revised - December 20, 2024

To: Corinne Vorenkamp
CO Liaison

From: Erica Moorer Taylor
Executive Director of Title IX & Inclusion Office

Re: Implementation Plan Status Report, Fall 2024

Cc: Sue McCarthy
CO Liaison

Below is the CSU Channel Islands Implementation Plan status report highlighting key accomplishments and milestones during the past six months. A copy of the University Implementation Plan has also been included for your review.

Infrastructure and Resources

- ❖ **In progress tasks #4 and #5 are collaborations with the Chancellor's Office. Awaiting updated guidance from the Chancellor's Office on the next steps.**
- ❖ **Not Yet Started tasks: #8 -Title IX & Inclusion plans to host Support Person training workshops and solicit faculty and staff willing to serve as a support person in the interim of a Respondent support program being developed due to financial constraints.**

❖ Completed Tasks: 6 out of 9

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

- This Title IX Implementation Plan is being utilized as the strategic plan for the Title IX & Inclusion office.



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).

- Information was shared with the Chancellor's Office on November 27, 2024, after the FY24/25 budget was developed and completed.

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.

- We are excited to welcome our new staff members, Kaylen Sanchez and Lauren Kearney, to the Title IX & Inclusion team. Both joined the team in August 2024. Kaylen serves as Administrative Support for the team, assisting in outreach, intake scheduling, record keeping, and website support. Lauren serves as the Education and Compliance Specialist, primarily focusing on creating and facilitating a Title IX & Inclusion prevention education program for faculty, staff, and students. In addition to welcoming two new staff members, we restructured the position descriptions and titles of senior staff to reflect their added responsibilities of being internal investigators. Our staff and structure have allowed us to effectively create internal processes for tracking outreach, intake, and case management, conduct more internal investigations, audit our record keeping, and update handouts and the website to clearly and accurately reflect the Title IX and Inclusion process and resources.

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.



- Since January 2024, the Title IX & Inclusion Office has met weekly with the Chancellor Office liaison to discuss case progress and management. Beginning in the fall of 2024, all notices of investigation, notices of investigation and referrals, preliminary investigation reports, final investigation reports, and hearing reports are reviewed by the respective chancellor's office liaison before being issued to the parties. This checks and balance process ensures that we are procedurally sound and trauma-informed in all steps of the process with each case. Once a month, the Chief of Staff, the University Council, and the Chancellor's Office liaisons meet to review the number of reports, intakes, investigations, alternative resolutions, and hearings. This meeting allows us to discuss developing trends and staffing concerns and ensure transparency in all case management.
- Weekly, the Executive Director of the Title IX & Inclusion Office meets with the VP of Business Finance Administration to ensure proper support and to discuss any overarching needs.
- Bi-weekly, the Executive Director of the Title IX & Inclusion Office meets with the Multidisciplinary Team and the Referral Team, comprised of the VP of Human Resources and the VP of Faculty Affairs, to discuss any referred cases.

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.)

- As a department, we invested in the Student Conduct Institute (SUNY) in collaboration with Student Affairs. This partnership allowed us access to live distance training and on-demand certificates to ensure that we are 2024 compliant with the new regulations and have access to supplemental training like Respondent Support, Supportive Measures, and investigation report writing.

Task 9. Consider moving EIO to a more centrally-located office space that is readily accessible to university community members.

- In the Summer of 2024, the Title IX & Inclusion office moved to a new wing on Lindero Hall's first floor. This wing features additional space, a dedicated front office allowing for more confidentiality and gatekeeping, and an accessible layout.



Strengthen Internal Protocols

- ❖ **In progress tasks: #5 This is a project that will be developed in partnership with campus Institutional Research, with CO guidance to develop a questionnaire that will be disseminated, as appropriate, to parties who met with the Title IX & Inclusion office (i.e., being mindful of trauma-informed practices). This is slated to begin 25-26 AY.**

❖ **Completed Tasks: 4 out of 5**

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

- **1.2: Develop robust intake, outreach, and case management protocols for supportive measures and resources.**
 - The Title IX & Inclusion Team has created an Intake Folder comprised of handouts and flowcharts to clarify the process, options, and resources. This folder is distributed to parties after the first meeting and to complainants on the final attempt of outreach if they have chosen not to schedule an intake or pursue their report.
- **1.4: Consistently separate support/advocacy functions from investigation to avoid role confusion and ensure clear demarcation between the individuals who provide supportive measures to a complainant**
 - The Executive Director ensures that the staff member who conducts intake is not the same staff member who is the assigned investigator. This clear delineation of duties ensures that parties are not confused by staff members with multiple roles within the Title IX & Inclusion Office.
- **1.5: Strengthen campus collaboration and information-sharing through a multidisciplinary team (MDT) model.**
 - The Executive Director of the Title IX & Inclusion Office created a procedure and process for how case updates will be shared with the MDT in our bi-weekly meeting. Information shared is the number of active investigations, alternative resolutions, hearings, and appeals. As well as information on supportive measures like No Contact orders. The Executive Director of Title IX & Inclusion will present for risk assessment and case when there is a consideration for emergency removal.
- **1.6: Develop tools for consistent, informed, effective documentation and case management.**



- The Title IX & Inclusion Team created a record-keeping system to effectively share all relevant case information with Chancellor Office Liaisons as well as ensure that the Maxient record-keeping system was up to date and complete.
- **1.7: Oversee investigations for quality and consistency of prompt and equitable processes.**
 - The Executive Director of Title IX & Inclusion works with the Chancellor Liaisons to ensure checks and balances for each step of a complaint. Before distributing all notices and formal documents to the parties, the Chancellor Liaison submits them to the parties.

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

- Process Created - / Annual Review Completed - Administrative Support Staff Kaylen Sanchez created an anonymous survey that is distributed on the third and final outreach to all parties that choose not to move forward with their report. This survey provides parties to share insights as to why they may not have wanted to move forward with the Title IX & Inclusion process.

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

- Process Created - / Annual Review Completed -The Title IX & Inclusion Team reviewed all outreach, notice, outcome, notice of non-investigation, and referral email templates at the beginning of each academic year for updated tone, resources, and clarity.

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

- Process Created - The Executive Director of Title IX & Inclusion meets bi-weekly with the Associate Vice President of Human Resources and Associate Vice President for Faculty Affairs to discuss processes, timeliness, and communication for all Title IX/ DHR matters as well as any matters that were referred as Other Conduct of Concern.



- ❖ **Ongoing tasks: #5 - Education Prevention Compliance Specialist is working with the Title IX Implementation Committee to establish this subcommittee. This is slated to begin in Spring 25.**
- ❖ **Completed Tasks: 5 out of 6**

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

- In collaboration with Communications and the Office of the President, a global communication sharing policies, reporting information, and resources is sent to all students, faculty, and staff at the beginning of each semester.

Task 2. Develop an intentional marketing campaign to raise awareness about the role of the Title IX & Inclusion office, available resources, and resolution options.

- In Collaboration with Human Resources, Staff Council, and Faculty Affairs, Successes, and Equity (FASE) to provide an in-person workshop facilitated by the Executive Director of Title IX & Inclusion to share updates on the office, policy, and procedures, and Cozen O'Connor recommendation implementation next steps at the beginning of the fall semester. This presentation was recorded and disseminated to staff with responsible employee reminder resources. In addition, a concentrated effort to increase social media occurred. From September 19th, 2024, to December 17th, 2024, TIX's Instagram account reach has increased by 193%.

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

- In Collaboration with ITS and the Communication Department, the Title IX & Inclusion website was completely renovated to improve usability, and to clarify reporting options, the Title IX process, and supportive resources. The Office will continue to update and expand the website information to include more information about upcoming programs and workshops. A review of the website will be conducted annually.

Task 4. Develop an expanded annual report with meaningful information/data.

- Under the direction of the Chancellor's Office, the annual survey was updated to reflect the requested information and data points. This report was submitted to the Chancellor's office and will be available on the Title IX & Inclusion website for review once the Chancellor's Office has notified us that it is okay to go public with our data.



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

- The hiring of an Education, Prevention, and Compliance Specialist in Summer 2024 will put these opportunities into practice. Each training, workshop, and event will have an assessment that includes attendance, learning objectives, and collected feedback that can be compiled every semester. This is in alignment with the creation and implementation of Title IX & Inclusion Prevention Education Plan.

Prevention Education, Professional Development, Training and Awareness

❖ **Ongoing Tasks:**

- **#27**- The Education, Prevention, and Compliance Specialist will work with Student Senate leaders to advance initiatives related to Title IX issues. Conversations have begun with various academic departments to collaborate with students on equity-based Capstones.

❖ **In progress tasks:**

- **# 5, #6, #7, #8** - Education Prevention Compliance Specialist is working with the Title IX Implementation Committee to establish this subcommittee. This is slated to begin in Spring 25.
- **#9** - Chancellor's Office Initiative - In Progress. The Education, Prevention, and Compliance Specialist will collaborate with the Chancellor's Office to finalize the Prevention Education Plan and brainstorm resources.
- **#14, #17**- slated for spring 25,
- **#22** - slated for AY 25-26,
- **#24** - Currently be incorporated into programming and workshops for students this will be a dedicated program initiative in AY 25-26
- **#26** - Partnering with Wellness student assistance to help develop and directly deliver Title IX policy-related programming. The budget will be key to assisting in these efforts. The Education, Prevention & Compliance Specialist will work with Wellness and the Title IX Implementation Committee to identify opportunities to create a Title IX & Inclusion Peer Educator Program. The intentional research and allocated funds to initiate this task will be an ongoing commitment with the goal of implementing in the 2026-27 academic year.

❖ **Completed Tasks: 17 out of 28**



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

- Toward this task, we have: (1) funded the position of Education, Prevention, and Compliance Specialist; (2) funded utilization of Vector's online educational opportunities for students, (3) Funded a budget for all workshops and programs. CSU Learn resources, provided to the campus at no cost, is used for online educational opportunities for employees.

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.

- The CO provides annual systemwide training. Additionally, we have purchased access to the SUNY training dashboard, which provides live virtual training on Title IX and DHR policies, procedures, investigator training, and report writing training.

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. Task 4: This coordinator should be tasked with oversight of and responsibility for all legally-required programming under Title IX, the Clery Act, and California law.

- The Title IX & Inclusion Office welcomed Education Prevention Compliance Specialist Lauren Kearney to the team in August 2024. Her full-time responsibilities include but are not limited to developing a prevention education plan for faculty, staff, and students, facilitating annual training for students, and supporting the annual ASR/Clery Report. In the coming semesters, Lauren will lead a Title IX & Inclusion Committee subcommittee comprised of faculty, staff, and student representation to aid her in exceeding the campus community expectations in available Title IX & Inclusion ongoing workshops.

Task 4: This coordinator should be tasked with oversight of and responsibility for all legally-required programming under Title IX, the Clery Act, and California law.

- See Task 3.

Task 10: 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.

- All groups currently on campus are already required to participate in training. The Education Prevention Compliance Specialist will evaluate this training for best practices within the Prevention Education Plan for the Fall 2025 semester. This includes training for Greek Life, Resident Advisors, and Embedded Peer Mentors.

Task 11: Identify all university partners who provide programming, including affinity and identity-based centers and student affairs personnel.

- Education Prevention Compliance Specialist Lauren Kearney has eagerly worked to identify stakeholders across campus and establish intentional collaborations to raise awareness and reach of Title IX and inclusion topics and resources. As part of this initiative, we now require all Greek Life students and Embedded Peer Mentor groups to receive annual in-person training with the Title IX & Inclusion Office.

Task 12: Identify opportunities for virtual and in-person engagement.

- The Education Prevention Compliance Specialist will ensure the Prevention Education Plan includes in-person and virtual learning opportunities to increase reach, accessibility, and engagement.

Task 13: Develop core principles and standards for content development.

- The Education, Prevention, and Compliance Specialist will work with the Executive Director of Title IX & Inclusion to identify core principles, goals, and assessment metrics for all programming initiatives. Principles and goals include one learning outcome attached to the policy, one collaboration, and an assessment for every event and training.

Task 15: Facilitate a consistent communication plan each semester that includes dissemination of the policy, Notice of Non-Discrimination, reporting options and resources.

- Executive Director of Title IX & Inclusion will work with the Education, Prevention, and Compliance Specialist to ensure consistent campus communication. Same as Task 1, global emails will be issued to all students, faculty, and staff at the beginning of each semester.



Task 16: Ensure that programming is coordinated, communicated, and tracked.

- The Education, Prevention, and Compliance Specialist will work with the PEOC to ensure that all programs are assessed regularly. All programs, trainings, and workshops are required to have an assessment.

Task 18: Identify social media platforms and other vehicles for distributing programming information on a regular basis.

- Facebook and Instagram are currently being utilized. The Education, Prevention, and Compliance Specialist and PEOC will evaluate the effectiveness of current social media platforms and create a digital marketing campaign.

Task 19: In conjunction with the Chancellor's Office, expand professional development and training for faculty and staff, including senior leadership, deans, department chairs, managers and leads on Title IX and DHR; respectful and inclusive environments; conflict resolution; bystander intervention strategies; effective leadership and supervision; and, reporting responsibilities under Title IX, the Clery Act, and CANRA.

- Executive Director of Title IX & Inclusion & Title IX Coordinator has created a prevention education workshop to be delivered annually to Cabinet members, deans and chairs, and directors across campus to ensure all campus leaders and supervisors are aware of reporting obligations, in changes in staffing, policy, or procedures, and receive trauma informed best practices in responding to reports.

Task 20: 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.

- Consensual relationship prohibition reminders will be included in all annual training provided.

Task 21: Create routine training, education, and professional development opportunities to cultivate competencies in navigating difficult conversations, bridging differences, and modeling respect and civility.

- Executive Director of Title IX & Inclusion & Title IX Coordinator will work in collaboration with Human Resources, FASE, and Student Conduct to ensure that there is consistent education across campus to achieve identified competencies in this area.



Task 23: Incorporate information about the Nondiscrimination Policy, reporting options/obligations, and confidential resources in syllabi statements.

- Engaged faculty on the importance/benefits of including a statement on faculty syllabi in presentations in fall 2024. A syllabi statement template is available for use and posted on the Title IX & Inclusion website as a resource for faculty.

Task 25: Participate in national conferences, listservs, networking events and other opportunities to coordinate with other professionals dedicated to prevention.

- President Yao has expressed full support of the professional development of our Title IX/DHR team and relevant campus community members, emphasizing opportunities in alignment with best practices and desired outcomes. Intentionality in utilizing these funds will be paramount. Given the current travel chill due to budgetary constraints, the Office will continue to explore virtual opportunities in alignment with our colleagues.

Task 28: Develop consistent on-campus opportunities to be visible and present in the community.

- Utilizing the communication plan, there will be ongoing evaluation as to the effectiveness of outreach and efforts to increase visibility.

Other Conduct of Concern

❖ **Ongoing tasks: #1, #2, #3, #3.1, #3.2, #3.4, #3.5, #3.6, #7**

- **The OCC Committee provides additional information about these tasks in the Implementation spreadsheet.**

❖ **Completed Tasks: 5 out of 14**

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

- We opened an Ombuds office at CSUCI in 2019. Unfortunately, given the enrollment and budgetary challenges we are facing, difficult decisions about the allocation of precious resources are necessary. The ROI for campus climate created through generation of traffic to the Ombuds office was insufficient to justify continued provision of this service. Fortunately, CSUCI's new Executive Director of Title IX and



DHR Administrator (a member of the OCC Team convened in Sum24) brings deep skills as a restorative justice coordinator, facilitator of structured conversations, and restorative justice/mediator who can lead parties involved in OCC complaints in creating agreements and finding resolutions.

Task 4. Create a centralized reporting mechanism that includes online and anonymous reporting options.

- The OCC Team has worked across conduct offices to share knowledge and skills in the use of Maxient. An OCC Report has been created and is linked from the OCC website developed.

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.

- The Maxient reporting form created by the OCC Team includes the following statement: "Anonymous reporting is permitted, however, anonymous reporting may limit the University's ability to provide support to that individual or to thoroughly examine the allegations and provide a resolution."

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

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

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

5.3 Identify reasonably available individual supportive measures, if any.

5.4 Identify appropriate community remedies, if any.

- The MDT-BIT and CARE teams convene when appropriate regarding these cases. The Title IX & Inclusion office confers with Conduct, OGC, and HR as cases come up and refer accordingly.

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

- ED-TIX will meet on a biweekly basis with General Counsel and CO TIX Liaison, with Chief of Staff brought in as needed for institutional questions/issues. We are creating



an investigation report template and getting this template approved by the CO office to ensure consistency in writing and deliverables to parties.

Budget & Fiscal Resources

During the 2022-2023 and 2023-2024 fiscal years, the Title IX & Inclusion Office had the following budget allocation to cover departmental staffing, external investigations, hearings, professional development and training, and prevention education and awareness activities:

2022-2023: \$530,357.00

2023-2024: 497,527.46

On August 5, 2024, the Chancellor's Office released the [2024 budget memorandum](#) and allocated 350,000.00 in ongoing funding to the University to support its Title IX and antidiscrimination programs. The University has used or intends to use the funding from the Chancellor's Office during the 2024-2025 academic year to cover departmental staffing, external investigations, hearings, professional development and training, and prevention education and awareness activities.