



## TITLE IX & INCLUSION

C H A N N E L  
I S L A N D S

### *Division of Business and Financial Affairs*

#### **2016-17 Annual Report & 2017-18 Work Plan**

The Title IX & Inclusion (T9&I) office is a cross-divisional expert resource responsible for cultivating and sustaining an inclusive, safe learning and working environment on campus to ensure the equitable access necessary for all to thrive in our educational programs and beyond. A relatively new unit on campus, the office is charged with advancing and managing the campus's Title IX, diversity and equity initiatives, including those related to campus compliance with the Title IX Educational Amendments of 1972, in collaboration with other key stakeholders. In leading the development and administration of new comprehensive inclusion programs, the office addresses all reported matters related to equity and nondiscrimination, facilitates community engagement and education on issues of social justice and diversity, develops policy that furthers the true meaning of being an "inclusive" university, and builds campus capacity for effective sexual violence prevention and response. In so doing, the office strategically aligns the campus's goals and objectives with all federal and state non-discrimination requirements and laws and aims to promote a greater sense of belonging for students, faculty and staff who bring diverse perspectives to the University.

#### **Executive Summary**

T9&I continued to make significant progress in its strategic development of its infrastructure and capacity as the campus' first dedicated institutional equity and inclusion unit despite a limited level of resources. For 2016-17, the office focused on finding additional, thoughtful ways to work with campus partners in furthering the University's mission of inclusive excellence through joint programming and consensus building on important policy objectives and made a concerted effort to further educate the campus in greater depth on the broad responsibility of institutional equity and the way the T9&I office serves all units across campus. The office continues to enjoy a high rate of reporting of incidents, believed to be reflective of a campus committed to responding to issues of concern to its community and successful awareness campaigns regarding individual rights. Based on the most recent available data reports generated in accordance with Chancellor's Office timelines, the office has seen an increase of at least 187% in the number of cases it has received and responded to in the last year and a half (new data will be available early this Fall).

The office's main priority moving into the new year will be to leverage additional relevant technological advances and explore underutilized options for further administrative efficiencies to significantly increase its capacity to respond to reported incidences with improved promptness in spite of the trend of an increasing level of incidences to address. Additionally, the office will continue to strive to sensitively, effectively and fairly resolve complaints at the earliest appropriate stages with a goal of motivating an overall campus increase in utilization of early resolution processes where practical and feasible. Finally, the office hopes to capitalize on available data and the hiring of additional key

personnel to collaboratively establish an informed structure around the University's strategy in reaching its inclusive excellence goals through creating formal, ongoing consensus-building channels to do so.

### **Major BFA Goal: Improve Operational Excellence**

#### **1. Improve customer service**

##### 2016-17 Outcomes

- The office fully implemented its revised initial intake process in partnership with Housing and Residential Education (HRE) in order to expedite incident response time to housing students, who continue to be a primary constituency from which the office receives reports. Title IX & Inclusion office provided several additional trainings to HRE staff which led to students receiving information on resources, applicable policies and a chance to propose Early Resolution directly in initial triage with HRE staff. As a result, students were engaged in the process at a significantly earlier stage than scheduling a meeting with the Title IX & Inclusion Officer (T9&IO), which must be completed within 10 working days under current policy. Present rough estimates by our office suggest an expedited turnaround time of at least 3 business days and a 0.25 FTE savings that would normally need to be spent on scheduling follow-up meetings with T9&I staff. This also helped T9&I clarify reports that were ambiguous at their outset to help ensure students were being referred to the most appropriate campus resource for their issue.
- With the Victim Advocate, established a peer educator student group (Peer Advocates Supporting Survivors) to promote sexual and interpersonal violence prevention awareness across campus on Title IX related issues.
- With the Victim Advocate and University Multidisciplinary Committee on Eradicating Sexual Violence, the office developed a confidential satisfaction survey for individuals seeking assistance from the office. The survey will launch in Fall 2017.
- The office continued its campaign to shift employee reporting to a consistent online form using the Maxient system to increase the efficiency and ease of relevant information sharing protocols on campus. The increase in level of usage has been significant. Between November 2015 (when Maxient launched at CI) and June 2016, the office received only **11** online form reports specifically directed to it through the system. In contrast, the 2016-17 academic year yielded **103** online reports made through the portal. Rough estimations of time savings by limiting email exchange or other means to document reports is 0.2 FTE.
- With The Coalition for Family Harmony, the office increased access to victim/survivor services with promotion of a new local domestic violence shelter.
- Where practical and appropriate, the T9&I continued its partnership with University Police to respond jointly to matters of shared responsibility to minimize the need for participants to engage in duplicative processes to share relevant information. The offices, along with UPD, continue to be a model for this type of institutional partnership.

##### 2017-18 Key Initiatives

- Using HRE as a model, the T9&IO will provide training and infrastructure support to other key campus offices (Human Resources, Dean of Students, Faculty Affairs, Retention, Outreach and Inclusive Student Services (ROI) ) so these offices can also operate as designated satellites to provide initial required policies and resources and the opportunity for individuals to propose resolutions to their concerns so the matter can be addressed as expeditiously as possible.
- Working with University Police, the office will standardize information sharing protocols between the entities and implement the release of information consent form with campus stakeholders to minimize the number of potentially disruptive contacts with victims.
- In partnership with Institutional Research, Planning and Effectiveness, Student Affairs and University Advancement, the office will ensure support of a successful launch of the campus-wide climate survey in Fall 2017 and collaboratively design a thoughtful debrief plan for processing its results. The goal for participation will be at least 20% of eligible participants.
- The office will partner with ROI to increase campus' ability to provide critical off-site resources to students including access to support groups and possibly legal services through a partnership with Ventura County Legal Aid.
- The office will establish a paperless resolution agreement process using either DocuSign or PDF expert.
- The office will pilot a secure self-scheduling software to allow individuals to schedule meetings on demand with the office. This is estimated to have the opportunity to save at least 0.25 FTE administrative responsibilities.
- The Victim Advocate and T9&IO will receive specific training on providing trauma informed response to underserved populations, including specifically the local Asian and Latino communities.

## 2. Increase capacity for growing campus/succession planning

### 2016-17 Outcomes

- In 16-17, the office funded training for three additional internally designated investigators (one each in Academic Affairs, Human Resources, and Student Affairs) to respond to the increasing volume of campus reports under equal opportunity and non-discrimination policies. Equipping existing staff with investigative training saves at least 0.25 FTE of an investigator that would need to be hired internally or approximately 60 hours annually of external investigation services, for a conservative estimate of annual cost savings of \$15,000.
- The office began its soft rollout of “demystifying” the annual Affirmative Action Plan by piloting its roadshow presentation to highlight and breakdown the complex employment data starting with the Division of Student Affairs. The aim of this initiative

is to give hiring departments a better understanding of progress and areas for improvement and what the plan is actually measuring.

- The office partnered with Technology & Innovation and Enrollment Management staff to create the infrastructure to automate campus-wide training assignments for students and associated enforcement mechanisms for non-compliance. Current levels of automation have saved an estimate of about 0.10 FTE of administrative work related to annual Title IX training, with the expectation that the inroads made will save up to 0.25 FTE in the future when the fully automated program goes live this coming year.
- The office created a new flowchart on investigation and resolution process to give a high-level and simplified overview to individuals making or responding to complaints under the 25-page policy. The chart will be placed on the web once the timeline on the rollout of an updated systemwide policy is clarified, in case any alternations need to be made. This flowchart enhances campus understanding of resources and processes in addition to previously developed educational tools on the office's role with Student Conduct and options for individuals involved in situations of interpersonal or sexual violence.
- The office launched its search for a Manager of Institutional Equity, with an expected start date of August 2017 to respond to the significant and steady increase in workload the office has faced since inception.

#### 2017-18 Key Initiatives

- In August, the office will sponsor 7-10 additional administrators in Student Affairs to be comprehensively trained to conduct investigations into alleged violations of campus equity/nondiscrimination policies. As a result, the office's goal is to reduce investigation timelines by at least 30 percent with the addition of the new manager and as-needed deputized investigators.
- As of Fall 2017, the office will transition in-person orientation training in responsibilities to the Wellness Promotion & Education office and the Victim Advocate to allow for a better use of personnel resources during the months of presentations. Currently, each date of orientation requires a commitment of 4-6 hours of a staff member's time.
- The Victim Advocate and new peer educator group will be trained to provide on demand training to student organizations and groups that has historically been provided by the T9&IO, which will result in training becoming more readily available and during times more convenient to stakeholders.
- The office will fully implement its rollout of the Affirmative Action Plan data "roadshow" for all divisions. With this new effort, the office will begin to provide support and advice for implementing a performance evaluation metric for unit heads on how they have been responsive to the data for implementation by FY19.

- The office will implement a new general office number and a phone tree for callers to receive routine information on applicable resources and training deadlines, with the aim of eliminating student wait times to receive call backs from a single office.
- Subcommittees of the University Accessibility Committees and Multidisciplinary Workgroup on Eradicating Sexual Violence will be formalized to create enhanced accountability for cross-campus participation and timely input on policies and initiatives.

### **3. Share expertise and services**

#### 2016-17 Outcomes

- Over the course of 2016-17, a broad cross-section of more than 250 employees (ranging from student employees to cabinet executives) received in-person supplemental compliance training over and above the minimally required online module in order to be better prepared to assist individuals with concerns and enhance their understanding of institutional responsibilities related to nondiscrimination. By increasing the sophistication and detail in training on equal opportunity requirements, the institution is in a better position to minimize its risk and avoid costs related to legal actions that may develop in connection with incidents.
- The office expanded its offering of on-demand training/listening sessions regarding the functions and resources the office provides to academic departments and senate subcommittees. These sessions resulted in a draft list of FAQs specifically tailored for faculty that will be made available alongside a similar set-up for students and staff before the start of the Fall 2017 semester.
- The office resurrected the University Accessibility Committee and broadened the membership of the Multidisciplinary Group on Eradicating Sexual Violence. Both cross-divisional advisory groups met multiple times over the course of the year to provide valuable feedback on institutional equity initiatives and proposed policies. New educational materials and response processes will be informed by the work of the committees this past academic year.
- The T9&IO provided critical campus perspective and valuable input on two systemwide workgroups: Campus Climate and Policy Revisions for CSU Executive Orders 1095-1097.
- The office continued its leadership as a key advisor on equity and inclusion initiatives, including by serving as a member of the Center for Multicultural Engagement Advisory Council, an advisor to Student Government's noon forums series and supporting the Student-Affairs led Beyond the Rhetoric series, a social justice-oriented set of programming that encouraged dialogue about inclusion and access issues with focus of the impact of the current social and political climate in the United States.

#### 2017-18 Key Initiatives

- The office will serve as a key partner and content advisor in the University's recently launched cross-divisional campus-wide training development initiative intended to

create content to inform the community on how to best support underrepresented students at CSUCI.

- Under the guidance of executive leadership, the office will provide strategy and support in the establishment of a new advisory group to inform the institutional strategy on broad diversity and equity initiatives.
- The office will continue its broad supplemental training initiative on equal opportunity compliance and equity issues, seeking to surpass its overall outreach numbers of 2016-17 by at least 50 employees.

### **Attract and Retain a Diverse and Talented Staff**

#### Create operations manuals

##### 2016-17 Outcomes

- Collaborated with Faculty Affairs in updating its instructions on recruitment processes and training for search committees focused on inclusive hiring in accordance with all federal and state requirements.
- Created a concise front and back flowchart handout on steps for mandated reporters to follow when receiving a report from individual and then relaying information to T9&I.

##### 2017-18 Key Initiatives

- Using Faculty Affairs as a model, the office will create recruitment instruction guides for staff positions in collaboration with Human Resources.
- Where possible, recruitment instructions will be synthesized in flowcharts and materials will be published to the web for ease of access. A list of identified promising advertisement resources will also be created and circulated.
- With DASS, the office will work with Academic Senate to implement a standardized process for course modifications for students with disabilities and medical conditions covered under law. This should reduce the number of follow-ups on student accommodations related to medically necessary absences greatly.
- The process outlining Reasonable Accommodations for employees will be reviewed with Human Resources and updated to enhance campus understanding of the procedure. This rollout will be accompanied by new online training offerings from the Chancellor's Office.

### **Foster entrepreneurship**

##### 2016-17 Outcomes

- Established practice of bringing in campus partners under the "sponsorship" of the office to lead or co-lead professional development sessions on equity and inclusion through the Professional Development program to give others a platform to share their

knowledge, increase the diversity of perspectives of the facilitators and provide a greater depth of content to session attendees.

#### 2017-18 Key Initiatives

- The office will continue its partnership with Professional Development and seek to increase co-facilitation opportunities or co-sponsorship of cross-divisional development events. The office will circulate a list of broad topics of interest it has received in the feedback loop to encourage more community members to become session leaders.

### **Offer robust development opportunities**

#### 2016-17 Outcomes

- T9&I expanded and doubled its offerings through Professional Development of the “Diversity & Inclusion” series trainings for faculty and staff. Over the course of the year, more than 150 staff and faculty took advantage of trainings designed and/or co-sponsored by the office ranging widely in topic including modeling true allyship, responding to tragedy and respectability politics.
- Created a standing equal opportunity workgroup between Human Resources, Faculty Affairs and Student Affairs. The group meets monthly to take advantage of professional development opportunities of mutual interest, review best practices and lessons learned during campus incident response as well as conduct high level case management and trend analysis.
- The T9&IO provided shadowing and case study opportunities to key personnel to enhance investigative operations knowledge across campus.

#### 2017-18 Key Initiatives

- The office will offer refresher training at least once a semester to the pool of investigators to ensure trained personnel feel they are staying “current” in the field, even when they may not be assigned to do a review within a semester.
- The office will hold a listening session/SWOT with hearing officers that have conducted sanctions hearings in order to have the opportunity improve the office’s participation in the sanctioning process.
- Launch the Respondent Advisor program with Student Conduct to provide more opportunities for employees to engage in service directly with students.

### **Enhance Resources**

#### **1. Document processes**

#### 2016-17 Outcomes

- The office collaborated with campus counterparts to provide input to the Chancellor’s Office for a systemwide “Investigator’s Checklist” which was released to each campus in November 2016 to improve response processes.

- With the Victim Advocate, created a standardized consent form for release of information to be used by campus partners who provide support to individuals reporting interpersonal violence under Title IX.

#### 2017-18 Key Initiatives

- The office will create a guide for pregnancy and breastfeeding accommodations for Human Resources and DASS in order to streamline timeline of providing accommodations to impacted individuals. A brief brochure will be produced to notify students of their rights under relevant laws.

## **2. Implement online, web-based, self-service solutions**

#### 2016-17 Outcomes

- Refined online reporting process for allegations of University nondiscrimination policies to include clear options for reports involving third parties.
- With Technology & Innovation's support, created the "Report an Access Barrier" form to efficiently route concerns of access to appropriate responsive managing units (including T9&I, Facilities, Disability Accommodations and Support Services, Human Resources, Academic Technology and Conferences and Events). This will significantly decrease the amount of time it takes to correctly route access complaints once the campus begins using it as a norm. Estimated time savings of 0.25 FTEs annually.
- With the support of BFA's Web Coordinator, began online inclusion mapping project to support the launch of a central web presence where resources can be easily access and site visitors can better visualize how all of the various programs related to inclusion work together. The site will go live later this summer.

- 2017-18 Key Initiatives

- The office will continue to develop the campus Accessibility site and will conduct a formal marketing campaign informed by input of the University Accessibility Committee to encourage use of form similar to outreach efforts made in 16-17 for the Title IX & Inclusion reporting form.

## **3. Streamline processes for timeliness and efficiency**

#### 2016-17 Outcomes

- Built additional email templates for communication with participants in matters under review in the office to be utilized by office and other designated internal investigators. This saves an average of 0.1-0.2 of administrative FTE per year.
- Utilized Maxient tools to ensure communication to students is reviewed on most critical correspondence.

#### 2017-18 Key Initiatives



- Establish infrastructure to include employee data in Maxient to gain access to communication tools to ensure communication to employees regarding matters under review are received and read in a timely manner.
- Continue to build email templates to streamline email communication to participants in matters under review. Standardize template use in Maxient by all investigators at CSUCI.

#### **4. Improve reporting**

##### 2016-17 Outcomes

- Refined the Title IX & Inclusion online reporting process as described earlier, and with the support of the Dean of Students office, added relevant carbon copying options of other offices to increase speed of information sharing. Estimated 0.1 FTE of time saved by providing this option at the time the report is made, minimizing the number of times a report must be forwarded once office as primary recipient reviews it in email.
- Strategically placed online reporting button on multiple additional sites where the office anticipates individuals needing to access non-discrimination policies will likely visit.

##### 2017-18 Key Initiatives

- Increase visibility of active campaign offering personalized training to individual departments on campus.
- Ensure campus educational tools on policies are provided as a key resource for attendees at additional relevant programming events held by Student Affairs and Academic Affairs, regardless of whether the office is a direct participant.

#### **Enrich Communication**

#### **1. Improve websites**

##### 2016-17 Outcomes

- Launched the University's first ever campus-wide Accessibility site with the plan to build it out to a one-stop shop for any access needs across campus.
- Revised FAQs for annual compliance training requirements to minimize support questions. Estimated savings of 0.25 FTE annually.
- With partnership of Human Resources, clarified annual compliance training requirements, which are to be publicized on the web in efforts to minimize redundant questions about frequency of the training requirements.

##### 2018-17 Key Initiatives

- The office will publish FAQs for staff and faculty on training in Fall 2017 (separate and apart from Professional Development information).

#### **2. Increase the variety of communication tools**

### 2016-17 Outcomes

- Continued leadership in facilitating Ventura County's Title IX Educational Consortium on best practices in the field. The office established online sharepoint site to pool educational resources between county institutions.
- Continued to educate county victim advocates on University processes for responding to incident reports as an instructor for the 40-hour local rape crisis training.
- Moved email templates to Maxient system and utilized tools within system to ensure critical correspondence to students is in fact viewed.
- Contributed office's relevant content to the new online New Employee Orientation programming to replace in person sessions to guarantee employees receive mandatory information in a timelier manner.

### 2017-18 Key Initiatives

- The office will formally adopt the use of Maxient notification functions to streamline case updates made to other relevant offices and complete notetaking directly in files rather than using email or other less efficient means. Notetaking will not only become more efficient; it will reduce the office's use of paper significantly.
- The office will implement Maxient's text message function as part as office practice to communicate with students more efficiently about notices they receive.

## **3. Improve efficacy of campus education**

### 2016-17 Outcomes

- Established feedback loop with Student Success to obtain thoughts and suggestions for improvement from students on their mandatory Title IX training.
- In partnership with Intercultural Services, added questions about "wish list" programming for prevention education efforts in all assessments in office-sponsored programming.

### 2017-18 Key Initiatives

- The office will design and fund a campus vignette contest with student leadership and other relevant stakeholders to obtain current and personalized content that effectively communicates important educational programming to our campus community regarding matters of equity and safety. PASS will be the chief marketing entity. The "winning" videos will be highlighted at future orientations and on the office website.
- The office will make site visits to local institutions, including other CSUs, to visit office counterparts and gain insight on other effective education practices being utilized in the areas of Title IX and institutional equity.
- The Ventura County Title IX consortium group is currently planning a county-wide prevention programming effort for early Fall, which would serve as an alternate training

option for required online student training. The office has received strong feedback that students appreciate having an alternative to the purely online version.