



# IMPLEMENTATION PLAN

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



**PREPARED BY**

University Implementation Team | November 2024

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## INTRODUCTION

The California State University (CSU) Board of Trustees engaged Cozen O'Connor in March 2022 to conduct a systemwide assessment of its Title IX and Discrimination, Harassment, and Retaliation (DHR) programs to strengthen its systems of care and compliance following high-profile reports of sexual harassment and other misconduct with the CSU.

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

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

## IMPLEMENTATION TEAM

To facilitate the implementation of recommendations, Cal Maritime 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 Cal Maritime Implementation Team included:

- Director of Title IX and Civil Rights Officer – Dr. Carol Branch (co-chair)
- Chief of Staff and Associate Vice President (AVP) of University Affairs – Karyn Cornell (co-chair)
- Interim Vice President for Student Affairs – Dr. Beth Hellwig
- Associated Students (ASCMA) President – Ryan Okada
- Associate Professor, Science & Mathematics and Co-chair of the Diversity, Equity & Inclusion (DEI) Council – Dr. Julie Simons
- Interim Associate Vice President (AVP) of Human Resources (HR) – Marie Hernandez

## UNIVERSITY DEMOGRAPHICS AND POPULATION

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

| CALIFORNIA STATE UNIVERSITY, MARITIME                       |                                                              |                                                              |
|-------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------|
| Location Information                                        |                                                              |                                                              |
| <b>Location:</b><br>Vallejo, CA (pop. 123,564) <sup>i</sup> | <b>County:</b><br>Solano County (pop. 448,747) <sup>ii</sup> | <b>Locale Classification:</b><br>Midsize City <sup>iii</sup> |
| University Information                                      |                                                              |                                                              |
| <b>President:</b><br>Interim President Michael J. Dumont    |                                                              |                                                              |
| <b>Designations:</b><br>N/A                                 |                                                              |                                                              |
| Enrollment                                                  |                                                              |                                                              |
| Total Number of Students <sup>iv</sup>                      | 849                                                          |                                                              |
| Student Ethnicity <sup>v</sup>                              |                                                              |                                                              |
| White                                                       | 46%                                                          |                                                              |
| Hispanic/Latino                                             | 21%                                                          |                                                              |
| Asian                                                       | 10%                                                          |                                                              |
| Two or More Races                                           | 10%                                                          |                                                              |
| Race and Ethnicity Unknown                                  | 6%                                                           |                                                              |
| Black/African American                                      | 3%                                                           |                                                              |
| International Student                                       | <1%                                                          |                                                              |
| Native Hawaiian/Other Pacific Islander                      | <1%                                                          |                                                              |
| American Indian/Alaska Native                               | <1%                                                          |                                                              |
| Instructional Faculty <sup>vi</sup>                         |                                                              |                                                              |
| Total Number of Faculty                                     | 78                                                           |                                                              |
| Tenure-Track                                                | 65.4%                                                        |                                                              |
| Lecturer                                                    | 34.6%                                                        |                                                              |
| Percent Full-Time <sup>vii</sup>                            | 75.28%                                                       |                                                              |
| Percent Part-Time                                           | 24.72%                                                       |                                                              |
| Staff <sup>viii</sup>                                       |                                                              |                                                              |
| Total Number of Staff                                       | 174                                                          |                                                              |
| Percent Full-Time                                           | 98.85%                                                       |                                                              |
| Percent Part-Time                                           | 1.15%                                                        |                                                              |

## PLAN SUMMARY

The Cozen O'Connor recommendations for Cal Maritime 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 page 39 of the Cal Maritime 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.

### INFRASTRUCTURE

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

- Fiscal Component: Addition of personnel to assist the Director of Title IX and Civil Rights Officer cost of investigations, creation of training and educational materials. Estimated at \$50-80k for personnel, \$200k for investigations, \$5-10k for materials.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Campus and CSU system
- Anticipated Project Completion: Pending
- Priority Level: High
- Status: On-going
- Notes/Solutions: The campus is working collaboratively with the Chancellor's Office, Maritime Administration (MARAD), and United States Coast Guard (USCGS) on education, prevention, and response. The Chancellor's Office and the Chancellor's Office Systemwide Director for Civil Rights assigned to the campus are conducting ongoing work regarding the successful implementation of recommendations. The implementation plan was completed and submitted to the Chancellor's Office in the spring of 2024.

#### **Task 2. Share existing budget line information with the Chancellor's Office.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Chancellor's Office, Title IX, HR
- Anticipated Project Completion: Spring 2024
- Priority Level: High
- Status: Completed

- Notes/Solutions: Information shared with the Chancellor's Office.

**Task 3. Map functions within the Title IX/DHR program to ensure sufficient personnel to cover all core functions.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer and Chief Human Resources Office
- Stakeholder Offices: Title IX, HR
- Anticipated Project Completion: August 2024
- Priority Level: Medium
- Status: On-going
- Notes/Solutions: A flow chart was created in spring 2023 to outline all core functions of the Title IX/DHR program and facilitate assessment of resources, including personnel. The campus continues to adjust a "swim lane" map that delineates the person or group responsible for key events and actions.

**Task 3.1 Identify personnel for administrative support.**

- Fiscal Component: 45% of personnel cost for assistant support.
- Project Leader: Director of Title IX and Civil Rights Officer and Chief Human Resources Office
- Stakeholder Offices: President's Office
- Anticipated Project Completion: Completed
- Priority Level: Completed
- Status: Completed
- Notes/Solutions: Personnel identified to split time between Human Resources and Title IX/DHR Office. A position has been created to provide a range of support to the Director of Title IX and DHR Administrator, including assistance with intake, training coordination and material preparation.

**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: Unknown at this time
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Finance, Office of Title IX and Civil Rights
- Anticipated Project Completion: Unknown
- Priority Level: Long term
- Status: Pending
- Notes/Solutions: The university looks forward to partnering with the CO in implementing this recommendation as additional guidance becomes available. Currently monitoring expenditures for this year.

**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: To be determined.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Chancellor's Office and campus Title IX/DHR Office

- Anticipated Project Completion: July 2026
- Priority Level: Medium
- Status: Currently using Maxient.
- Notes/Solutions: The university looks forward to partnering with the CO in implementing this recommendation as additional guidance becomes available. Currently monitoring expenditures for this year. Campus is currently using Maxient as a case management platform.

**Task 6. Consolidate the Title IX and DHR program into one centralized office.**

- Fiscal Component: Will need to allocate funds for investigations to the new area, estimated at \$200K/year.
- Project Leader: Chief Human Resource Officer
- Stakeholder Offices: Title IX and Human Resources
- Anticipated Project Completion: June 2024
- Priority Level: Completed
- Status: In process
- Notes/Solutions: Completed June 30, 2024.

**Task 7. 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 leave 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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of IX and Civil Rights, Division of Student Affairs, Office of the President
- Anticipated Project Completion: January 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Title IX Director currently meets weekly with the Vice President of Student Affairs (VPSA), bi-weekly with university counsel, and monthly with the President.

**Task 7.1 Provide consistent training and guidance to all in the reporting chain or adjacent spaces.**

- Fiscal Component: Cost of at least two webinars/trainings a year, estimated at \$5-10k/year.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Cal Maritime, Title IX, Human Resources
- Anticipated Project Completion: On-going
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Training is ongoing and mandated for the Director. The Director of Title IX is reviewing and updating Title IX training for cadets, faculty and ship's crew sailing on summer Cruise 2024 as appropriate. New support staff are also attending onboarding related to Title IX and DHR. The current plan is to provide training to senior leadership during summer 2024.

**Task 8. 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.**

- Fiscal Component: Cost of at least two major training workshops per year, plus webinars as needed. The Director of Title IX and someone from Human Resources should be trained. Training costs can range between \$5-10K per year depending on the training and organization.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Cal Maritime
- Anticipated Project Completion: Ongoing
- Priority Level: Medium
- Status: In process
- Notes/Solutions: The Director will continue to undergo training with the Chancellor's Office and will also seek training from a national organization related to DHR and Title IX.

**Task 9. Identify a sustainable model to provide respondent support services.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: June 2024
- Priority Level: Completed
- Status: Completed
- Notes/Solutions: Local community resources were added to the website.

## **STRENGTHENING INTERNAL PROTOCOLS**

The goal of the Strengthening Internal Protocols Subcommittee is to promote accountability and strengthen Cal Maritime'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.

### **ONBOARDING**

**Task 1. Invest in the onboarding process for the Director of Title IX and Civil Rights Officer.**

- Fiscal Component: No current budget implications
- Project Leader: Vice President for Student Affairs, Interim Title IX Coordinator
- Stakeholder Offices: Student Affairs, Chancellor's Office, Provost's Office
- Anticipated Project Completion: June 2024
- Priority Level: Completed
- Status: Completed



- Notes/Solutions: The Director to Title IX has onboarded with Human Resources and met with the President and VPSA to review priorities. The Director has met with a wide variety of campus leaders including the Chief of Police and representatives from Cal Maritime Police Department (CMPD), Captain of Training Ship Golden Bear (TSGB), counselors, Health Center staff, faculty, and various student groups to begin establishing relationships and trust. Meetings with campus entities are ongoing. Full onboarding will require the completion of the calendar cycle.

**Task 1.1. Develop a written plan and schedule for onboarding.**

- Fiscal Component:
- Project Leader: Vice President for Student Affairs, Interim Title IX Coordinator
- Stakeholder Offices: Title IX/DHR Director and support staff
- Anticipated Project Completion: June 2024
- Priority Level: Completed
- Status: Completed
- Notes/Solutions:

**Task 1.2. Develop a written plan for introducing the Director of Title IX and Civil Rights Officer to the community.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Student Affairs, Title IX
- Anticipated Project Completion: Completed
- Priority Level: Completed
- Status: Completed
- Notes/Solutions: Community emails were sent out by the VPSA and the Director of Title IX. The Director held open office hours, met with student groups, and presented at the Campus Leadership Council and Senate meeting. Additional information outlined in the fall Communication Plan.

**Task 1.3. Commit to the consistent investment in professional development and continuous learning for Title IX and DHR implementers and senior leaders who oversee the Title IX/DHR program.**

- Fiscal Component: Budget implications regarding costs associated with trainings (in-person and virtual) are estimated at \$5-10K/year.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Cal Maritime, Title IX, HR
- Anticipated Project Completion: Ongoing
- Priority Level: Long term
- Status: In Process
- Notes/Solutions: The Director of Title IX participated in the system's annual 2023 and 2024 Title IX/DHR Conferences. The Director is in the process of identifying and evaluating appropriate national subject-matter organizations for membership and professional development opportunities.

**TRANSITION PLAN**

**Task 2. Develop a transition plan for the current external consultant to ensure a seamless turnover of all existing reports and open matters to the Director of Title IX and Civil Rights Officer.**

- Fiscal Component:
- Project Leader: Vice President of Student Affairs, Interim Title IX Coordinator
- Stakeholder Offices: Title IX, Student Affairs
- Anticipated Project Completion: Completed
- Priority Level: High
- Status: Completed
- Notes/Solutions: The transition occurred over the course of a month, with meetings 2-3 times a week with the existing Vice President for Cadet Leadership and Development, the outgoing Title IX Coordinator, and the incoming Director of Title IX. This approach allowed the campus to provide continuity of services and afforded a structured and seamless transition.

**Task 2.1. Communicate with all parties involved in current reports or investigations to introduce the Director of Title IX and Civil Rights Officer and explain their role,**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX /DHR Office
- Anticipated Project Completion: Completed
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Director of the Title IX conducted outreach to the parties in current reports or investigations to ensure a smooth transition. The former Interim Title IX Coordinator also communicated with each party to update them on the transition and introduce the new Director.

**Task 2.2. Communicate with campus constituents who are involved in ongoing programming, initiatives, and projects to incorporate the Director of Title IX and Civil Rights Officer into those efforts.**

- Fiscal Component: N /A
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX, Student Affairs
- Anticipated Project Completion: Completed
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Director of Title IX met with the Director Inclusion Initiatives, the Interim Director of Housing, representatives from Counseling and Wellness, and Student Activities to document and plan for the 2023/2024 academic year. Individuals who were unable to attend the meeting provided feedback on the plan.

**Task 2.3. Follow the proposed plan of a two week overlap between the interim Title IX Coordinator and the Director of Title IX and Civil Rights Officer to provide a sufficient onboarding period for the interim Title IX Coordinator to transfer information and advice about the status of each matter.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Completed

- Priority Level: High
- Status: Completed
- Notes/Solutions: The new Director for Title IX and Civil Rights Officer worked closely with the outgoing director and Vice President across a period of one month to ensure smooth transition of cases, understand campus environment, and gather advice and information for Title IX.

## **COORDINATE WITH CSU**

### **Task 3.1. Map the case resolution process:**

#### **3.1.1. 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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: On-going
- Notes/Solutions: The Director of Title IX and Civil Rights Officer continues to review campus processes and procedures to ensure consistency with the requirements of the CSU Nondiscrimination Policy and to ensure best practices are implemented as outlined by the federal government and national organizations such as ATIXA (Association of Title IX Administrators)..

### **Task 3.1.2. Identify, map, and reconcile intersections with faculty/staff grievance and disciplinary processes.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR, HR
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: In process
- Notes/Solutions: Both Title IX/DHR and HR have been undergoing periods of transition in terms of staffing and structure. These offices will collaborate in Spring 2024 to begin the process of identifying, mapping, and reconciling intersections between the Title IX/DHR process and the faculty/staff grievance and disciplinary processes. Both offices are committed to this effort.

### **Task 3.2. Develop robust intake, outreach, and case management protocols for supportive measures and resources.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR, HR
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: On-going

- Notes/Solutions: The Office of Title IX and Civil Rights and HR began collaborating in spring 2024 to develop a robust intake, outreach, and case management protocol. They have incorporated the Chancellor's Office-issued Intake and Initial Assessment Guidance into their practice.

**Task 3.2.1. 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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR, HR, and CSU
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: To develop robust protocol for intake and outreach, oversight of supportive measures, and decision-making regarding emergency removal or administrative leave, the Director of Title IX and Civil Rights and Human Resources have worked together to update current processes and procedures, incorporating the use of templates and checklists recommended by the Chancellor's Office, such as the Intake and Initial Assessment Checklist and Guidance

**Task 3.2.2. Seek to hold an intake meeting with all individuals who make a report.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Title IX/DHR sends outreach in response to all reports received, with follow-up communication sent as needed if no response is received initially. This outreach includes an invitation to meet with Title IX/DHR for an intake meeting.

**Task 3.2.3. Develop protocols for notifying and coordinating with the confidential advocate at the intake meeting.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX, Counseling, and Confidential Advocate
- Anticipated Project Completion: February 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: Outreach communications from Title IX/DHR will include the option to schedule an intake meeting at a time when the Confidential Advocate is available to attend and provide support.

**Task 3.2.4. 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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: On-going
- Notes/Solutions: The Title IX/DHR Office has updated internal protocols with key campus partners to ensure that all requests for supportive measures are channeled through and documented in the Title IX/DHR office. These protocols will be reviewed annually for effectiveness

**Task 3.2.5. Create a feedback loop to acknowledge responsible employee reports and confirm receipt of the report and next steps.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: Long term
- Status: Completed
- Notes/Solutions: An email is sent from the Director of Title IX informing the reporting Party that the report has been received. If a reporting party is a responsible employee (meaning that they are required to report any knowledge of potential violations of the CSU Nondiscrimination Policy), the outreach thanks them for their concern and diligence in reporting. If the reporting Party or parties are involved in the incident, there is an invitation to meet with the Director and continual communication to the parties involved throughout the process.

**Task 3.2.6. 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.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: In process
- Notes/Solutions: The Director of Title IX is reviewing the checklist from the Chancellor's Office to document outreach and explore potential other communication channels. Communications and outreach efforts are stored in Maxient.

## **INITIAL ASSESSMENT**

**Task 3.3. 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.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR and guidance from the Chancellor's Office
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: Incorporating use of Initial Intake and Initial Assessment Checklist and guidelines from the Chancellor's Office. Working to create a multidisciplinary team to determine known facts, supportive measures, and appropriate response.

**Task 3.3.1. Take steps to respond to any immediate health or safety concerns raised by the report.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: The use of Intake and Initial Assessment Checklist is prioritized in all cases to identify and respond to any immediate health or safety concerns.

**Task 3.3.2. 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.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: The Director for Title IX and Civil Rights conducts and documents this assessment in relation to each report received by the Title IX/DHR office. In making this assessment, the Director refers to CSU policy and, as appropriate, consults with the assigned Systemwide Director for Civil Rights, University Counsel – Civil Rights, and key campus partners, such as HR and/or Student Conduct.

**Task 3.3.3. 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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: The Director for Title IX and Civil Rights conducts and documents this assessment for each report received by the Title IX/DHR office.

**Task 3.3.4. 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:
- Project Leader: Director Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Completed
- Priority Level: High
- Status: Completed
- Notes/Solutions: Title IX/DHR office references and follows the Intake and Initial Assessment Checklist. As part of initial outreach, the complainant is provided with the Rights and Options brochure, which details the supportive measures, resources, best practices, and available options. A summary of the information discussed, and next steps is sent via email after the intake meeting.

**Task 3.3.5. Refer the report to appropriate campus officials to assess the reported conduct and determine the need for a timely warning or other action under the Clery Act.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: The Director of Title IX collaborates with the Chief of Police and Clery Director to ensure proper campus notification, as needed.

**Task 3.3.6. Assess the available information for any pattern of conduct by respondent.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing

- Notes/Solutions: Prior activity is checked in Maxient database at the beginning of each case for any potential pattern of behavior.

**Task 3.3.7. Discuss the complainant’s expressed preference for manner of resolution and any barriers to proceeding.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: During an initial meeting with the complainant, the Director of Title IX discusses the complainant’s concerns, their needs, the options available to them in moving forward, and the desired outcome they are seeking.

**Task 3.3.8. Explain the policy prohibiting retaliation and how to report acts of retaliation.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: This is an existing practice with information regarding retaliation being outlined by the Director of Title IX for both complainants and respondents.

**Task 3.3.9. Determine the age of the complainant, and if the complainant is a minor, make the appropriate report of suspected abuse consistent with state law.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The age of the complainant is assessed at the beginning of the case. Maxient also notes the age of complainants and highlights if they are a minor. Suspected child abuse and neglect reports are made as appropriate, in accordance with obligations under the Child Abuse and Neglect Reporting Act (CANRA).

**Task 3.3.10. Evaluate other external reporting requirements under federal or state law or memoranda of understanding.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR



- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Working with the Maritime Administration (MARAD) and United State Coast Guard (USCG) to ensure reporting compliance with new requirements.

**Task 3.3.11. Develop, and follow, a comprehensive written checklist/form to ensure that all required actions are taken under state and federal law.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Completed
- Priority Level: Med
- Status: Completed
- Notes/Solutions: The Chancellor's Office recently distributed an Intake and Initial Assessment Checklist to campuses. Cal Maritime is using this checklist and has incorporated its contents into its standard practices and protocols.

**Task 3.3.12. Develop checklist of factors to consider in determining whether to move forward without a complainant or whether informal resolution is appropriate and ensure sufficient documentation of the determination.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: In process
- Notes/Solutions: The Director of Title IX is using the CSU Intake and Initial Assessment checklist, which includes factors to consider when determining whether to move forward without a complainant. This checklist is used in conjunction with consultation with Campus Counsel, University Counsel – Civil Rights, and the assigned Systemwide Director for Civil Rights. The rationale for the outcome will be documented in Maxient.

**Task 3.3.13. Provide a written statement of concern at the conclusion of the initial assessment to ensure that the complainant (and as appropriate, the respondent) have a clear understanding of the nature of the report and the proposed resolution path.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: In process
- Notes/Solutions: Currently, the Director of Title IX discusses the matter with the assigned Systemwide Director for Civil Rights, University Counsel – Civil Rights and Campus Counsel and

provides the involved parties with a verbal overview of the nature of the report and proposed resolution path. The Director has also updated the process to include a written overview for the parties involved (complainant and respondent).

**Task 3.4. 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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Completed
- Priority Level: High
- Status: Completed
- Notes/Solutions: The campus uses campus Confidential Advocate and counseling services for advocacy. A third-party agency is used for investigations. This separation of services allows for clear demarcation between the investigator, the advocates, and the Director of Title IX, who provides supportive measures to all parties involved.

**Task 3.5. Strengthen campus collaboration and information-sharing through a multidisciplinary team (MDT) model.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: Pending
- Notes/Solutions: The first informational meeting with potential MDT members was held in December 2023, with plans to convene the team in Fall 2024 upon receipt of forthcoming guidance on MDTs to be issued by the Chancellor's Office. The campus looks forward to operationalizing a collaborative and robust MDT.

**Task 3.5.1. Update membership and protocols for the current "Title IX Support Team" by working with the Chancellor's Office to identify essential university partners to serve on the MDT and set standards for meeting goals and sharing real time information.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: Pending
- Notes/Solutions: The university has identified essential MDT members and looks forward to partnering with the Chancellor's Office further in implementing this recommendation as additional guidance becomes available.

**Task 3.5.2. The MDT should meet regularly and at a minimum, weekly, to review all new reports.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: Pending
- Notes/Solutions: The university has identified essential MDT members and looks forward to partnering with the Chancellor's Office further in implementing this recommendation as additional guidance on MDTs becomes available.
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**Task 3.5.3. The MDT should ensure that all known and available information about the parties and the reported incident is shared with TIX/DHR to inform TIX/DHR's initial assessment and any steps it determines to take in response.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: Pending
- Notes/Solutions: The university has identified essential MDT members and looks forward to partnering with the Chancellor's Office further in implementing this recommendation as additional guidance becomes available.

**Task 3.5.4. The Title IX Coordinator/DHR Administrator should follow a protocol for securely sharing parties' university ID numbers or names and basic information about the reported incident in advance of MDT meetings to enable all participants to query their records systems and bring forward any relevant information.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: Pending
- Notes/Solutions: The university has identified essential MDT members and looks forward to partnering with the Chancellor's Office further in implementing this recommendation as additional guidance becomes available. However, the Director of Title IX has existing processes for securely sharing parties' basic information when it is necessary to request that key university partners query their record systems.
-

**Task 3.5.5. The Title IX Coordinator/DHR Administrator should ensure that the multidisciplinary team is trained to treat information confidentially, with sensitivity, and consistent with state and federal privacy laws.**

- Fiscal Component: Possible budget implications. Reviewing training options. Estimated at initial \$2-5K.
- Priority Level: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: Pending
- Notes/Solutions: The university has identified essential MDT members and looks forward to partnering with the Chancellor's Office further in implementing this recommendation as additional guidance becomes available.
- 

**Task 3.5.6. The MDT should engage in consultation to inform decisions, including those about emergency removal, administrative leave, the reasonable availability of supportive measures, and questions about the scope of the university's education program or activity.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: Pending
- Notes/Solutions: The university has identified essential MDT members and looks forward to partnering with the Chancellor's Office further in implementing this recommendation as additional guidance becomes available. The Director of Title IX currently makes appropriate inquiries with key campus partners to inform decision-making; however, it is anticipated that the MDT will increase the efficiency of this process.
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**Task 3.5.6. 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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: Pending

- Notes/Solutions: The university appreciates the benefits that an MDT will offer and has identified essential MDT members. The university looks forward to partnering with the Chancellor's Office further in implementing this recommendation as additional guidance becomes available.
- 

**Task 3.5.8. The MDT should facilitate the development of shared fluency and knowledge among key university partners related to the legal and regulatory requirements, policy frameworks, and considerations related to care and informed and equitable processes.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: January 2025
- Priority Level: Long term
- Status: Pending
- Notes/Solutions: The university appreciates the benefits that an MDT will offer and has identified essential MDT members. The university looks forward to partnering with the Chancellor's Office further in implementing this recommendation as additional guidance becomes available.
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**CASE MANAGEMENT TOOLS**

**Task 3.6. Develop tools for consistent, informed, effective documentation and case management.**

- Fiscal Component: Continued maintenance of case management tool is currently covered by another department within Student Affairs.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: Maxient is currently used by the campus for documentation and case management. The Director of Title IX is working to customize Maxient-generated reports to more easily provide the information requested by the Chancellor's Office.

**Task 3.6.1. For quality control, develop a case opening and closing checklist.**

- Fiscal Component: N/A
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: February 2024
- Priority Level: Med
- Status: Completed
- Notes/Solutions: The Intake and Initial Assessment Checklist is currently in use. The case closure checklist has also been developed by the Chancellor's Office and is integrated into practice.

**Task 3.6.2. Seek to maintain data in a usable and searchable electronic format.**

- Fiscal Component: Continued maintenance of case management tool is currently covered by another department within Student Affairs.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed
- Notes/Solutions: The campus currently uses Maxient to fulfil the function of maintaining data in a usable and searchable electronic format. The Director of Title IX has created a section in Maxient for DHR case management.

**Task 3.6.3. Migrate all historical DHR reports and Title IX reports into the enterprise-level case management system.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: July 2024
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The campus is in the process of ensuring that all documents have been successfully migrated to Maxient. Every effort is being made to ensure that Maxient files are maintained in a format that will facilitate any future migration needs.

**Task 3.6.4. Develop periodic reviews for quality assurance.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Annually
- Priority Level: Med
- Status: Ongoing
- Notes/Solutions: The Director is currently working with Clery Officer, Residence Life and Conduct Officer to ensure Clery review and compliance. An annual report will review cases and data for quality assurance purposes. With regard to case review, the director conducts a monthly caseload review to ensure compliance with relevant requirements.

**OVERSEE INVESTIGATIONS**

**Task 3.7. Oversee investigations for quality and consistency of prompt and equitable processes.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed / Ongoing

- Notes/Solutions: The Director works with a third-party agency. An initial intake (retention) letter is sent to the agency detailing the case and timelines. Regular meetings are held with the investigator to discuss possible concerns in the case, address obstacles, and ensure all parties are clear about the direction of the investigation, aiming for a quality, consistent, and equitable process. The Director of Title IX/DHR Administrator reviews all preliminary and final investigation reports to ensure that they meet the requirements of the CSU Nondiscrimination Policy.

**Task 3.7.1. Establish a protocol to ensure the timeliness of investigations.**

- Fiscal Component:
  - Project Leader: Director of Title IX and Civil Rights Officer
  - Stakeholder Offices: Director of Title IX/DHR
  - Anticipated Project Completion: Ongoing
  - Priority Level: High
  - Status: Completed / Ongoing
- Notes/Solutions: The Title IX Director is conducting continuous reviews and check-ins with investigators and counsel to ensure that investigations proceed expeditiously

**Task 3.7.2. Develop quality control processes for monitoring active investigations for thoroughness and timeliness and ensure timely communications to parties throughout the investigative process.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed / Ongoing
- Notes/Solutions: Working with campus counsel to monitor cases and ensure timely communications. Director utilizes Maxient for reminders and notifications.

**Task 3.7.3. Ensure each report has sufficient review by the Title IX Coordinator/DHR Administrator and University Counsel (for legal review of sufficiency and adherence to policy).**

- Fiscal Component:
  - Project Leader: Director of Title IX and Civil Rights Officer
  - Stakeholder Offices: Director of Title IX/DHR
  - Anticipated Project Completion: Ongoing
  - Priority Level: High
  - Status: Completed/ Ongoing
- Notes/Solutions: Each report is reviewed at key stages by the Director of Title IX/DHR administrator, Human Resources (when appropriate), the assigned Systemwide Director for Civil Rights, and university counsel to ensure accuracy and adherence to CSU policy.

**Task 4. Continue to evaluate barriers to reporting and engagement at the university level, with aggregation of data and advice and guidance by the Chancellor's Office.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer

- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Director of Title IX is currently reviewing process and procedures and engaging with campus partners to identify current barriers to reporting. Additionally, the Director continues to educate the campus regarding the Title IX process.

**Task 5. Review and revise tone, content, and format of reporting forms and other template communications.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed / Ongoing
- Notes/Solutions: Forms and templates will be reviewed annually for tone, content, and format to eliminate barriers to reporting and proper collection and dissemination of information.

**Task 6. Apply the already developed template communications used in Title IX related reports to DHR related reports.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR, Human Resources
- Anticipated Project Completion: September 2024
- Priority Level: Med
- Status: In process
- Notes/Solutions: The Director of Title IX/Civil Rights Officer continues to work with Human Resources to review current DHR process and procedures to ensure alignment with the Title IX process.

**Task 7. Review the current post-Title IX/DHR disciplinary processes for faculty and staff to ensure promptness, equity, and informed communication.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX/DHR, Human Resources
- Anticipated Project Completion: September 2024
- Priority Level: Med
- Status: In process
- Notes/Solutions: The Director of Title IX/Civil Rights Officer and Human Resources will annually review processes for faculty and staff to ensure promptness, equity, and informed communication. The CSU checklist is incorporated into initial intake and closing procedures to ensure consistency in the process. Meetings are held with the Director and impacted parties to ensure informed communication.



**Task 7.1. Ensure the Title IX Coordinator/DHR Administrator remains engaged in any disciplinary processes, including sanctions and appeals, until final.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: July 2024
- Priority Level: High
- Status: In process
- Notes/Solutions: The Director of Title IX/Civil Rights Officer continues to collaborate with Chancellor's Office and campus entities to remain engaged with disciplinary processes until a final resolution is determined.

**Task 7.2. Ensure that decisions about negotiated settlements are supported by a careful and coordinated review by all relevant campus and system level administrators.**

- Fiscal Component: Potential budget implications
- Project Leader: Director of Title IX and Civil Rights Officer, Chief Human Resources Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: In process
- Notes/Solutions: Human Resources and the Director of Title IX will work with the Chancellor's Office and appropriate campus stakeholders to ensure a coordinated review and discussion of negotiated settlements.

**Task 8. Develop and implement a process to routinely collect post-resolution feedback from the parties and all impacted individuals.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: August 2024
- Priority Level: Med
- Status: On-going
- Notes/Solutions: The Director of Title IX/Civil Rights Officer communicates with the parties post-resolution to assess their need for any resource referrals and to listen to any feedback they wish to share.

## **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 Cal Maritime, as well as the progress of the Implementation Team as the University works to meet the recommendations of the Cozen O'Connor report.

## **CLEAR COMMUNICATION**

### **Task 1. Ensure distribution of a clear and consistent communication plan each semester.**

- Fiscal Component: Cost of posters and brochures is \$500/year.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Communication Plan is completed for 2023-2024. The Director of Title IX and Implementation Team members are working to provide consistent communication across various mediums. Active efforts consist of report outs at Faculty Senate, departmental meetings announcements, and presidential debriefs. Passive efforts consist of posters, pamphlets and social media posts. These same efforts will be updated and duplicated during the 2024-2025 academic year.

#### **Task 1.1 Dissemination of the Notice of Nondiscrimination.**

- Fiscal Component: No budget implications
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX, Student Affairs, Registrar's Office, Human Resources
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Director of Title IX sent the notice via email at the beginning of fall 2023 semester to faculty, staff, and students, included in the student handbook, and posted on the website.

#### **Task 1.2 Dissemination of the Nondiscrimination Policy.**

- Fiscal Component: No budget implications
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX, Student Affairs, Registrar's Office, Human Resources
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Director of Title IX sent the policy via email at the beginning of fall 2023 semester to faculty, staff, and students, with the policy referenced in the student handbook and posted on the website.

#### **Task 1.3 Information about reporting and resources.**

- Fiscal Component: Cost of posters and brochures are around \$500 per year.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed
- Notes/Solutions: Information about reporting on resources is currently posted on the Title IX website. The Director is expanding avenues of dissemination, including a syllabus statement, campus notification of Notice of Nondiscrimination and Nondiscrimination Policy, and utilizing the student newsletter. Posters are disseminated on the training ship and across the campus. There are plans to develop an accessible informational brochure for individuals going through the Title IX/DHR processes.

## **AWARENESS CAMPAIGNS**

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

- Fiscal Component: Cost of posters and brochures is \$500/year.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources , Office of Public Affairs
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: The weekly student newsletter, the Bear's Tale, is used for continued student outreach. The Title IX/DHR Office is currently working with Implementation Team members and Office of Public Affairs to create additional messages, including social media postings starting in spring 2024.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Public Affairs
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Producing periodic messages to coincide with awareness months and any significant events, as well as messaging that provides an overview of the various supportive measures and resources available.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer and Civil Rights Officer

- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed / Ongoing
- Notes/Solutions: Use of the weekly student newsletter, the Bear's Tale, for continued student outreach. The Title IX/DHR Office is working with Implementation Team members and Office of Public Affairs to create additional message, including social media postings starting in the spring semester. This will include information about the difference between confidential sources and reporting options.

**Task 2.3 Partner with campus communications professionals to create and promote effective marketing materials.**

- Fiscal Component: Cost of posters and brochures is \$500/year.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: July 2024
- Priority Level: High
- Status: On-going
- Notes/Solutions: Director has worked with graphic designer to create updated campus informational materials and continues to partner with the Office of Public Relations to explore targeted awareness and outreach materials related to issues such as Domestic Violence and DHR.

**WEBSITE AND EXTERNAL COMMUNICATIONS**

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed / Ongoing
- Notes/Solutions: This is an ongoing process to remain current and relevant. The website update was completed spring/summer 2023. Cozen O'Connor recognized our website as a model.  
<https://www.csum.edu/title-ix/index.html>

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: Ongoing

- Priority Level: High
- Status: Completed / Ongoing
- Notes/Solutions: The Implementation Team will review the Title IX website in spring 2024 for further adjustments. This will continue to be an ongoing process to remain current and relevant. The website update was completed in spring/summer 2023. Cozen O'Connor recognized our website as a model. <https://www.csum.edu/title-ix/index.html>

**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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: August 2024
- Priority Level: High
- Status: Completed / Ongoing
- Notes/Solutions: Informational areas have been updated and continue to be monitored. The Title IX Analyst has undergone training related to website creation and maintenance. The Title IX Analyst will be maintaining the website moving forward.

**Task 3.3. Update all web information with name and contact information for the Director of Title IX and Civil Rights Officer.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX, Office of Public Affairs
- Anticipated Project Completion: January 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The outgoing Coordinator and Director of Title IX worked with Human Resources and the Registrar's Office to check documents in other areas of the University. This will be done annually to ensure staff information remains current.

**Task 3.4. Update the title of the Department of Human Resources, Diversity, and Inclusion as the DHR oversight transitioned to the Director of Title IX and Civil Rights Officer.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Student Affairs, Human Resources
- Anticipated Project Completion: January 2024
- Priority Level: High
- Status: Completed

- Notes/Solutions: The Director of Title IX is working with Human Resources and the Registrar's Office to check documents in other areas of the university.

**Task 3.5. Update the online reporting form for DHR reports.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion:
- Priority Level: High
- Status: Completed
- Notes/Solutions: Updated on HR and Title IX webpages and need to add faculty/staff to the Maxient download. We have spoken to Information Technology (IT) to initiate the process. We will perform one download this semester and then return in January for adjustments.

**Task 3.6. Scrub the university website for out-of-date forms and personnel.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: Completed
- Priority Level: High
- Status: Website scrubbing was completed in April 2024. However, the director continues to review websites that link to the main website for potential out of date information.
- Notes/Solutions: Working with Human Resources and Office of Public Affairs to identify outdated items for correction.

**Task 3.7. Update the Notice of Nondiscrimination as discussed in Section VI of the Cozen O'Connor report.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: February 2024
- Priority Level: High
- Status: In process
- Notes/Solutions: We are working with stakeholders to update the various webpages as noted in the Cozen O'Connor report, ensuring that all information is present in the required locations. This includes the Notice of Nondiscrimination.

**Task 3.8. Resolve broken links for Domestic Violence Guide & Safety Planning and Faculty Guide for Reporting Title IX Concerns.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer and Chief of Staff

- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: February 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Domestic Violence guide was replaced with a link to a national website to ensure access to up-to-date and expert guidance. The director has reviewed CSU websites for examples related to guidance for faculty reporting. No new document at this time.

**Task 3.9. Revise the flow-charts to include that the Title IX Coordinator is not a confidential resource and there is an option to appeal if the respondent is found responsible.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX
- Anticipated Project Completion: April 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: Documents are complete and have been printed and shared with relevant campus partners. Flow charts are also featured in the training before Summer Sea Term.

**Task 3.10. 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.**

- Fiscal Component: Cost of printing new physical materials such as posters and pamphlets, approximately \$500 annually.
- Project Leader: Director of Title IX and Civil Rights Officer and Chief of Staff
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: March 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: Current materials have been updated. Outward-facing websites are current and periodically monitored for continued accuracy by the Title IX Analyst and a small working committee.

**Task 3.10.1. Reflect the current staffing and structure of the office, the current CSU Nondiscrimination Policy and resolution processes, and current information about on- and off-campus resources including confidential resources.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer and Chief of Staff
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: Completed
- Priority Level: High

- Status: Completed
- Notes/Solutions: This information is now prominently located in the Title IX section of the University website.

**Task 3.10.2. 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: Time implications and cost to print materials. The cost of posters and brochures is \$500/year.
- Project Leader: Director of Title IX and Civil Rights Officer and Chief of Staff
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: March 2024
- Priority Level: High
- Status: In process
- Notes/Solutions: Currently in the process of posting materials throughout the campus. Posters are already displayed in areas that include the dining area, faculty building, library, Residence Life, and Student Center. Posters were created to be clear and concise for ease of understanding. Additionally, the materials have been created in a variety of formats (e.g., posters, handouts, website).

**Task 3.11. Use standardized email addresses and/or materials that can be updated quickly (e.g., use of QR codes that point to dynamic webpages).**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources, Office of Public Affairs
- Anticipated Project Completion: September 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The QR code was created for the Title IX Office and disseminated to the campus in September 2024.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX/DHR, Office of the President
- Anticipated Project Completion: October 2024
- Priority Level: High
- Status: On-going
- Notes/Solutions: The Title IX and Civil Rights Office completes the annual survey administered by the Chancellor's Office. The survey recently returned after a brief hiatus to update the survey instrument. This survey was due to the Chancellor's Office on October 1. Additionally, the office completes a more expansive report of programming and outreach efforts at the university level.



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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX, Implementation Team, Liaisons
- Anticipated Project Completion: May 2025
- Priority Level: Med
- Status: In process
- Notes/Solutions: The Implementation Team and Liaisons are fulfilling this requirement. Due to existing committee responsibilities on campus, efforts are focused on finalizing the foundational updates for DHR and Title IX before convening a new committee. Looking to spring 2025, the director will examine existing committees to determine if there is the possibility of combining similar efforts for efficiency and effectiveness.

**Task 5.1. The committee should meet periodically throughout the semester to identify and address key issues of concerns, to inform communications, propose programming and awareness events, and to ensure partnership between student body and university leadership.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer and Chief of Staff
- Stakeholder Offices: Title IX, Implementation Team, Liaisons
- Anticipated Project Completion: May 2025
- Priority Level: Med
- Status: In process
- Notes/Solutions: Most of the programming drive will come from the Title IX/DHR Office with support from the standing committee and the Confidential Advocate. Once the committee is convened, they will receive a charge that reflects the elements of the campus report recommendation.

**Task 5.2. The student advisory committee could include students, the President, the Vice President for Student Affairs, the Provost, and the Athletics Director.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX
- Anticipated Project Completion: October 2024
- Priority Level: Med
- Status: In-process
- Notes/Solutions: Director has had initial meetings with ASCMA/Compass to listen to concerns and share information. This practice is not a sustained effort at this time. Recently, the director has opened the door for the ASCMA president to meet periodically with his questions and concerns related to Title IX and how to support underrepresented students on campus.

**Task 6. Identify and prioritize opportunities for in-person engagement with Title IX/DHR staff.**

- Fiscal Component: In-person programming may have costs associated with it. Material costs anticipated between \$500 - \$1,000.
- Project Leader: Director of Title IX and Civil Rights Officer and Chief Human Resources Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources and Office of Public Affairs
- Anticipated Project Completion: June 2024
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Title IX presentations at orientation, student leader training, staff on-boarding program, and DEI Lunch and Learn. The Director participates in campus events and club activities to meet students, faculty, and staff. Spring training is held prior to Sea Training for students, faculty and staff. During spring and summer 2024, the director hosted in-person workshops for Facilities, the Office of Human Resources, and the Office of Student Affairs.

## 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 45-47 of the Cal Maritime 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.

### BUDGET

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

- Fiscal Component: Online educational platform - \$3,400; annual training can cost between \$500 - \$1,200; three workshop facilitators can cost between \$750 - \$1,500 in total.
- Project Leader: Vice President Student Affairs
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: Additional personnel shared with HR were added to the department in November 2023. We are identifying training resources for personnel and exploring possible departmental retreats.

## CONSULT

### **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 university.**

- Fiscal Component: Potential cost of consultants/training is \$5-10k.
- Project Leader: Director of Title IX
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: The university is committed to proactively coordinating with subject matter experts, including the Systemwide Director for Prevention and Education Programming at the Chancellor's Office.

### **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: Budget implications – the current campus budget does not support a solely individual role for this requirement and as such the role is embedded in the Title IX/DHR office positions.
- Project Leader: Vice President Student Affairs
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Priority Level: High
- Status: Complete
- Notes/Solutions: The Director of Title IX and Civil Rights Officer was hired in June of 2023. The Title IX Analyst was hired in November 2023. Additional Personnel shared with HR were added to the department in November 2023. The Director of Title IX will have oversight of prevention planning and programming, with logistical assistance from the Title IX Analyst.

### **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:
- Project Leader: Vice President of Student Affairs
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: July 2024
- Priority Level: High
- Status: Complete
- Notes/Solutions: The Director works with the Office of Human Resources, Risk Manager, USCG and MARAD on all responsive requirements.

## COMMITTEE

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer

- Stakeholder Offices: Office of Title IX and Civil Rights, Division of Student Affairs
- Anticipated Project Completion: August 2025
- Priority Level: Long term
- Status: On-hold (work in summer 25 for implementation)
- Notes/Solutions: Soft launch of a Prevention and Education Work Group occurring in summer 2025.

**Task 4.1. The Committee should include all departments who provide training, prevention, and education.**

- Fiscal Component:
- Project Leader: Director of Title IX
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: In process
- Priority Level: Med
- Status: On-hold (work in summer 2024 for implementation in fall 2024)
- Notes/Solutions: The work group has had its first meeting and will be meeting quarterly. The work group includes individuals who will provide student programming (e.g., Residence Life, Inclusion Initiative, Confidential Advocate, Counseling and Wellness, Athletics).

**Task 4.2. The Committee should include subcommittees, as determined by the Committee.**

- Fiscal Component:
- Project Leader: Director of Title IX
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: On-hold
- Priority Level: Long term
- Status: On-hold (work in summer 2024 for implementation in fall 2024)
- Notes/Solutions: This is for future consideration. Given the smaller campus size, often the work can be completed by the group during meetings with campus partners, then sharing the information to their respective teams.

**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.**

- Fiscal Component:
- Project Leader: Director of Title IX
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: On-hold
- Priority Level: Long term
- Status: On-hold (work in summer 2024 for implementation in fall 2024)
- Notes/Solutions: This is for future consideration. The work group will define its parameters during the summer of 2024.

**STRATEGIC PLAN**

**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: Unknown at this time. Reviewing calendar cycle and all training requirements, including those associated with the training ship, to assess estimated cost.
- Project Leader: Director of Title IX and Civil Rights Officer, Student Affairs, President's Office
- Stakeholder Offices: Director of Title IX and Civil Rights Officer and Chief of Staff
- Anticipated Project Completion: February 2024
- Priority Level: High
- Status: In process
- Notes/Solutions: the university looks forward to partnering with the CO in implementing this recommendation as additional guidance becomes available. The university is also working with USCG and MARAD on all related requirements. There are ongoing efforts to ensure training and coordination are currently taking place with MARAD and USCG.

**Task 5.1. Constituent groups subject to required training should include students, targeted student populations, senior leadership, faculty, staff, and campus partners who assist in the implementation of Title IX/DHR.**

- Fiscal Component: Time implications and possible budgetary implications. Training estimated at \$5-10K.
- Project Leader: Director of Title IX
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: June 2025
- Priority Level: Medium
- Status: In process
- Notes/Solutions: All incoming student populations receive online training. Additionally, students, faculty, and staff undergo in-person training prior to the Summer Sea Term. The training strategy for students is sustainable and ingrained in the culture of the campus. The campus continues to work to identify priorities for in-person training and develop a sustainable strategy to provide this in-person engagement for faculty and staff. The director has facilitated training related to Title IX/DHR and interpersonal relationships to specific departments. These priorities include senior leadership, incoming faculty and staff, and specific campus partners.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: June 2024
- Priority Level: Medium
- Status: In process
- Notes/Solutions: The programming work group has had its first meeting and will be meeting quarterly. The work group includes individuals who provide student programming (e.g., Residence Life, Inclusion Initiative, Confidential Advocate, Counseling and Wellness, Athletics). Next meeting to be held in December 2024.

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

- Fiscal Component: Time implications
- Project Leader: Director of Title IX
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: June 2024
- Priority Level: Medium
- Status: In process
- Notes/Solutions: This will be the outcome of meetings with the work group over the course of this year. The Director of Title IX will be holding in-person sessions with cadets prior to the summer cruise. In-person training and awareness was also conducted by the Title IX Director during orientation. The work group will continue to explore additional opportunities for both in-person and virtual training.

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

- Fiscal Component:
- Project Leader: Director of Title IX
- Stakeholder Offices: Director of Title IX and Civil Rights Officer
- Anticipated Project Completion: July 2024
- Priority Level: Medium
- Status: In process
- Notes/Solutions: The work group will collectively draft core principles and standards in alignment with applicable federal and state requirements.

**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: Time implications and budgetary implications. Working with Student Affairs, IT, and Public Affairs to assess if current software can be utilized and possible intersections with CSULearn.
- Project Leader: Director of Title IX and Civil Rights Officer, Student Affairs, Office of Public Affairs, Commandant's Office
- Stakeholder Offices: Director of Title IX and Civil Rights Officer and Chief of Staff
- Anticipated Project Completion: June 2024
- Priority Level: Medium
- Status: In process
- Notes/Solutions: The work group is developing an initial calendar this year, which will be further developed over the summer in preparation for the 2024-2025 Academic Year.

**COMMUNICATION**

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

- Fiscal Component:

- Project Leader: Director of Title IX and Civil Rights Officer, Student Affairs, Office of Public Affairs, Commandant's Office
- Stakeholder Offices: Title IX and Civil Rights Office
- Anticipated Project Completion: Ongoing
- Priority Level: Medium
- Status: Ongoing
- Notes/Solutions: Communication Plan drafted for the 2023-2024 academic year.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer, Student Affairs, Office of Public Affairs, Commandant's Office
- Stakeholder Offices: Title IX and Civil Rights Office
- Anticipated Project Completion: Ongoing
- Priority Level: Medium
- Status: Ongoing
- Notes/Solutions: Tracking is facilitated by the Director of Title IX and the Title IX/DHR Analyst.

**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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX and Civil Rights Office, Office of Human Resources
- Anticipated Project Completion: August 2025
- Priority Level: Medium
- Status: Complete
- Notes/Solutions: The website is still under development and currently does not fully encompass the totality of education materials. Nor does it allow for the opportunity for feedback and recommendations.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer and Office of Public Affairs,
- Stakeholder Offices: Office of Title IX and Civil Rights and Office of University Affairs
- Anticipated Project Completion: February 2025
- Priority Level: Medium
- Status: Ongoing
- Notes/Solutions: Working with Implementation Team to create targeted messages related to Title IX. The desired outcome is to have a monthly message disseminated to the campus via selected social media platforms.

## **PROFESSIONAL DEVELOPMENT/TRAINING**

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: May 2025
- Priority Level: Medium
- Status: In process
- Notes/Solutions: The director will need to review the sustainability of reinstating Title IX Liaison programs. Currently, the director is reaching out to various campus partners to offer training related to respectful environments, reporting responsibilities and conflict resolution. Additional time will be needed to curate a comprehensive training program and integrate the various constituents in a meaningful way.

**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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: August 2024
- Priority Level: Medium
- Status: Completed
- Notes/Solutions: Annual training for faculty and staff, orientation for students, and outreach to Athletic Department staff. Training includes the prohibition of consensual relationships between students and faculty/staff and how to file a report to the Office of Title IX and Civil Rights. Training is reviewed and updated annually.

**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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Inclusion
- Anticipated Project Completion: June 2025
- Priority Level: Medium
- Status: In process
- Notes/Solutions: Community Day was instituted; there is a need to work on DHR education and more in-person faculty and staff engagement. Community Day has been a campus day to reflect



and work to increase inclusion, and it was held during the spring semester in 2022 and 2023. The Office of Inclusion Initiatives has begun to create programming throughout the fall and spring semesters to expand beyond the one-day event. An identified area of focus is navigating difficult conversations, bridging differences, and modeling respect and civility on social media.

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

- Fiscal Component: May have budget implications
- Project Leader: Office of Academic Affairs, Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Academic Affairs
- Anticipated Project Completion: August 2025
- Priority Level: Long term
- Status: In process
- Notes/Solutions: We will evaluate this over the summer with the Provost's Office and bring it to the attention of the Faculty Senate.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Academic Affairs and Office of Title IX and Civil Rights
- Anticipated Project Completion: June 2024
- Priority Level: Medium
- Status: Completed
- Notes/Solutions: A syllabus statement was created, and a soft launch was executed for fall 2023. The soft launch did not require faculty to use the syllabus statement if their syllabus was already developed. Moving forward, the Director will meet with the Provost's Office to update the syllabus information and possibly include resources such as content warnings.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: August 2023
- Priority Level: Medium
- Status: Complete
- Notes/Solutions: The Director of Title IX and Civil Rights Officer and the Dean of Students included bystander engagement in their training offered training during orientation for new students. In the future, this training will be paired with a poster campaign. The current online training for students provided through Vector Solutions also includes a segment on bystander engagement.

**ENGAGEMENT**

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

- Fiscal Component: Cost of membership and cost of conferencing \$2-5K/year.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: September 2025
- Priority Level: Medium
- Status: In process
- Notes/Solutions: The Director of Title IX and DHR Administrator maintains membership of the Association of Title IX Administrators (ATIXA) and Association of Workplace Investigation (AWI). The director is also connected with the CSU listserv. Now that the director has become familiar with the university and the Office of Title IX and Civil Rights, the intention is to participate in conferences and networking events in the near future.

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

- Fiscal Component: Possible for promotional giveaway material- \$500-\$1K. Cost of supplies for three events in spring semester approximately \$1,000.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Student Health Center
- Anticipated Project Completion: June 2025
- Priority Level: Medium
- Status: In process
- Notes/Solutions: The Title IX/DHR Office is working to strengthen connections with Resident Assistants and Peer Health Educators, while being cautious to not overtax the student leader population. The office is currently seeking to add Peer Educators to in-person outreach programming.

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

- Fiscal Component: Budget implications for Student Health Center
- Project Leader: Director of Title IX and Civil Rights Officer and Student Health Center
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: August 2025
- Priority Level: Medium
- Status: In process
- Notes/Solutions: The Director of Title IX will need more student leaders to serve as vanguards (RAs Peer Health Educators, Compass, ASCMA). The campus is mindful of not overburdening the same student leaders. Future plans include consideration of a recruitment campaign to increase the pool of student leaders.

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

- Fiscal Component: Time implication and possible budget implications for promotional giveaway materials and informational materials estimated at \$500.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: May 2025
- Priority Level: Medium

- Status: In process
- Notes/Solutions: As part of the Title IX/DHR Office's commitment to building trust through visibility and engagement, the Director of Title IX is meeting with various student entities, such as ASCMA (student government), Queer Student Alliance, Athletics, and Residence Life staff. The Director is collaborating with the Provost's Office, non-academic departments, and Faculty Senate to develop opportunities for increased engagement with faculty and staff. The Title IX Office is currently beginning to curate three recurring in-person spring outreach events for the months of February, March, and April.

## 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 Cal Maritime Cozen O'Connor report pages 47-48. The initial phase entails creating a set of communal agreements that establishes expectations for how members of the Cal Maritime 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.

### GUIDELINES

**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:
- Project Leader: Chancellor's Office
- Stakeholder Offices: Office of Title IX and Civil Rights, Division of Student Affairs, Office of Human Resources
- Anticipated Project Completion: January 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The university has received the new Interim CSU Nondiscrimination Policy and has partnered with the CO in implementing this guidance. The director and the Acting Dean of Student Affairs have communicated campus expectations to the student community.

**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:
- Project Leader: Chancellor's Office
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: August 2024

- Priority Level: High
- Status: Completed
- Notes/Solutions: The university has reviewed the guidance and put it into practice. The director has updated training materials to reflect changes in current policy.

**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:
- Project Leader: Chancellor's Office
- Stakeholder Offices: Office of the President, Office of Title IX and Civil Rights
- Anticipated Project Completion: August 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The university has implemented the current policy received from the Chancellor's Office. The university has also disseminated the policy related to Time, Place and Manner to the campus community.

**CONFLICT RESOLUTION**

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

- Fiscal Component: Possible budget implications. Work with all areas during orientations at the beginning of each semester.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Title IX, Dean of Students, Commandant's Office, Residence Life, Provost's Office, President's Cabinet
- Anticipated Project Completion: June 2025
- Priority Level: High
- Status: In process
- Notes/Solutions: This requires a concerted and collaborative campus effort. The President has made initial comments setting the tone for the campus with regards to respect, tolerance, and communication. Student orientation and training have emphasized these concepts. Future focus will be on using the work groups and committees to communicate a cohesive message.

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

- Fiscal Component: Possible budget implications. Working to utilize existing training provided by the CSU.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: December 2024
- Priority Level: High
- Status: In process

- Notes/Solutions: The university is researching opportunities with Systemwide Learning and Development to identify training opportunities and speakers. Additionally, the university has begun to curate and facilitate campus workshops focused on these concepts.

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

- Fiscal Component: Possible budget implications. Working to utilize existing training provided by the CSU.
- Project Leader: Director of Title IX and Civil Rights Officer and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Human Resources
- Anticipated Project Completion: October 2024
- Priority Level: High
- Status: On-going
- Notes/Solutions: Reviewing current process between Title IX and Human Resources. Working to identify areas of collaboration to meet the needs of the faculty and staff. The Director of Title IX has held meetings with the Provost's Office to discuss current practices and how to handle conduct that does not meet the threshold of Title IX/DHR. These protocols will be annually reviewed, strengthened and documented to ensure consistency.

**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: The cost of training and professional development can range between \$500 - \$2,000 per session.
- Project Leader: Director of Title IX and Civil Rights Officer, Chief Human Resources Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Division of Student Affairs, Office of the President, Office of Academic Affairs, Office of Human Resources
- Anticipated Project Completion: June 2025
- Priority Level: High
- Status: In process
- Notes/Solutions: The university is researching opportunities with Systemwide Learning and Development to identify training opportunities and speakers. Additionally, creation of campus workshops focusing on these concepts are being explored.

**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: There are budget implications if the campus determines the need to hire additional personnel. Moving forward with the need to train current personnel, costs can range between \$500 - \$2,500 for a professional workshop.
- Project Leader: Director of Title IX and Civil Rights Officer, Human Resources, President's Office, Student Affairs
- Stakeholder Offices: Office of Title IX and Civil Rights and Office of University Affairs, Office of Human Resources
- Anticipated Project Completion: December 2025
- Priority Level:

- Status: In process
- Notes/Solutions: Any decision to hire new personnel stems would stem from the Office of the President. The director consulted with the Office of Human Resources to curate and facilitate workshops regarding

**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: May need to seek on-campus or system resources (preferably at no cost) and/or staff with experience in this area.
- Project Leader: Director of Title IX and Civil Rights Officer, Office of University Affairs
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of University Affairs, Division of Student Affairs
- Anticipated Project Completion: February 2025
- Priority Level: Med
- Status: In process
- Notes/Solutions: The campus is actively researching opportunities with Systemwide Learning and Development to identify training opportunities and speakers. Additionally, the campus has staffed its Time, Place and Manner Committee to address issues related to Free Speech and politically/socially charged issues. The Director of Title IX is discussing the need for strengthening the training of student leaders in these areas.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: The Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: January 2025
- Priority Level: medium
- Status: In process
- Notes/Solutions: The Office of Human Resources is reviewing training available on the CSU website. The Office of Title IX and Civil Rights has offered workshops on communication styles, working with difficult people and situations, and the role of trauma in communication. The campus will continue to incorporate training as opportunities for professional development for departments and divisions.

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

- Fiscal Component: Cost of training on conflict resolution varies. Hiring a facilitator for workshop training typically ranges from \$500 - \$750, while a certification course can cost around \$2,500.
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: May 2025
- Priority Level: High
- Status: In process

- Notes/Solutions: We are currently working with counseling services to assist with mediated talks involving parties engaged in informal resolutions. We are also exploring opportunities with Counseling to facilitate community workshops regarding conflict resolution and creative conflict.

## REPORTING

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights and Office of Human Resources
- Anticipated Project Completion: September 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The current reporting form for Title IX allows for anonymous reporting. The form for reporting Title IX complaints was augmented to include the ability to report incidents related to DHR. The website link has been updated to reflect the ability to report incidents of discrimination.

### **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:
- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: July 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Director of Title IX has updated the current reporting form with the caveats about the university's limited ability to respond to an anonymous report.

## REPORT REVIEW

### **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.**

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer, Human Resources
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: September 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The triage model and review process are a part of the university's current practices. The Office of Human Resources, the Office of Title IX and Civil Rights, and campus counsel work in concert to ensure the process effectively serves all parties. We are currently leveraging the support of both CSU and national organizations to reinforce best practices.

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

- Fiscal Component:
- Project Leader: Director of Title IX and Civil Rights Officer, Human Resources
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: August 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Office of Title IX and Civil Rights reviews each report to determine if there is a potential policy violation and if there is a need for an investigative response. The Office of Human Resources and the CSU's Office of General Counsel are consulted as appropriate.

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

- Fiscal Component: No budget implications
- Project Leader: Director of Title IX and Civil Rights Officer, Human Resources
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions:

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

- Fiscal Component: No budget implications unless there is a remedy that needs to be supported financially by the university.
- Project Leader: Director of Title IX and Civil Rights Officer, Human Resources
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions:

**Task 5.4. Identify appropriate community remedies, if any.**

- Fiscal Component: No budget implications
- Project Leader: Director of Title IX and Civil Rights Officer, Human Resources
- Stakeholder Offices: Office of Title IX and Civil Rights
- Anticipated Project Completion: August 2024
- Priority Level: High
- Status: Completed
- Notes/Solutions: The Office of Student Affairs provides parties with community remedies appropriate to their needs.

**TRACKING**

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

- Fiscal Component: May have some budget implications if use official route for training, about \$900



- Project Leader: Director of Title IX and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: In process
- Notes/Solutions: Maxient is currently in use for Title IX. We need to complete the DHR/Human Resources group. We also will need to train the Interim VP, Title IX assistant, and another HR partner on the use of Maxient.

## DATA

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

- Fiscal Component: No budget implications
- Project Leader: Director of Title IX and Civil Rights Officer and Civil Rights Officer
- Stakeholder Offices: Office of Title IX and Civil Rights, Office of Human Resources
- Anticipated Project Completion: May 2025
- Priority Level: High
- Status: In process
- Notes/Solutions: The Director has reviewed data from the previous five years to become familiar with the caseload and the historical concerns of the campus. Moving forward, the director will schedule an annual review of caseload data to assess campus concerns, climate and educational opportunities.

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

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

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

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

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

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

<sup>viii</sup> California State University, CSU Workforce, Fall 2023. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-workforce/Pages/default.aspx>. See “Headcount/FTE by Campus” tab.