



**SAN FRANCISCO
STATE UNIVERSITY**

IMPLEMENTATION PLAN

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



Prepared By

University Implementation Team | June 2025

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Introduction

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

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

San Francisco State University, received its individualized [campus report](#) on July 17, 2023, as well as information from a separate systemwide [audit](#) conducted by the State. These reports have become a roadmap to guide our efforts. Upon receiving the recommendations from Cozen O'Connor and the Chancellor's Office, San Francisco State University (SF State) created an Implementation Team to evaluate, assess, and implement the Cozen O'Connor recommendations at SF State. The team [launched a canvas site](#) dedicated to cataloging the team's plan and progress.

Implementation Team

To facilitate the implementation of recommendations, SF State formed the below Implementation Team to serve as an advisory, communications, and working group. Pursuant to guidance from the Chancellor's Office, our Implementation Team includes the Title IX Coordinator/DHR Administrator as a subject matter expert; representative members of staff, faculty, and student leadership, to provide community perspective and 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 SF State Implementation Team include:

- Jamillah Moore, Vice President, Student Affairs and Enrollment Management, co-chair
- Anna Titus, Assistant Vice President for Title IX and DHR, co-chair
- Lori Makin-Byrd, Interim Title IX Coordinator (2023-24 co-chair)
- Ingrid Williams, Associate Vice President of Human Resources
- Janet Remolona, Personnel and Academic Affairs Officer, Lam Family College of Business
- Mirna Vasquez, Office Coordinator of the Academic Senate
- Iese Esera, graduate student in Public Administration (2023-2024)
- Brandon Foley, President, Associated Students (2024-2025)
- Mai Nhung Le, Professor, Asian American Studies
- Loan Le, Associate Professor, Asian American Studies

- Santhi Kavuri-Bauer, Professor, School of Art
- Persis Karim, Professor, Neda Nobari Chair in Iranian Diaspora Studies
- Jeff Greensite, Professor, Physics & Astronomy
- Fred Smith, Associate Vice President for Equity and Community Inclusion
- Carleen Mandolfo, Associate Vice President for Faculty Affairs and Development
- Pam Su, Associate Dean of Students (Fall 2023)
- Alison Kleaver, University Counsel
- Mia Reisweber, (co-facilitator), Associate Dean of Students
- Teddy Albinak, (co-facilitator), Ombuds and Director of Strategic Initiatives, Office of the President

University Demographics and Population

The chart below reflects key metrics and demographic information for SF State as provided in the Cozen O'Connor July 17, 2023, report.

California State University, San Francisco	
Location Information	
Location: San Francisco, CA	County: San Francisco
Locale Classification: Urban	
University Information	
President: Dr. Lynn Mahoney	
Designations: MSI, HSI, ANAPSI	
Enrollment (Fall 2023)	
Total Number of Students	23,700
Student Ethnicity	
White	3,885
Hispanic/Latino	8,335
Asian	5,308
Two or More Races	1,336
Race and Ethnicity Unknown	1,414
Black/African American	1,444
International Student	
Native Hawaiian/Other Pacific Islander	137
American Indian/Alaska Native	39
Instructional Faculty (2022)	
Total Number of Faculty	1,172.2
Tenure-Track	687.6
Lecturer	484.6
Percent Full-Time	58.7%
Percent Part-Time	41.3%
Staff (Fall 2023)	

Total Number of Staff	1,501
Percent Full-Time	
Percent Part-Time	

Progress to Date

SF State is excited to report that during the 2023-24 Academic year the University: completed all short-term recommendations; developed and implemented responses to medium term recommendations; and engaged in focused planning conversations for all long term recommendations.

Our implementation team, co-chaired by the Vice President for Student Affairs and Enrollment Management Jamillah Moore and the Interim Title IX Coordinator Lori Makin-Byrd, convened one month after the release of the Cozen report. The committee was selected and populated with an attention to the specific recommendations around campus cohesion and with unique attention to the fabric of our campus community. Relying on the expertise of key leaders and stakeholders (including representatives from administration, students, faculty, and staff) the work of the team focused on reviewing process, supporting campus culture, and considering innovative approaches to education and prevention. We met bi-weekly throughout the last year and a half and developed drafts of our communication plan, implementation plan and a targeted prevention and education plan we will begin to roll out in Fall 2024. The group has continued to meet throughout the 2024-25 Academic year focusing on: static asset production, building a campus-wide education campaign, strategic planning for more challenging long term recommendations, and supporting the campus in developing alternative conflict resolution practices for other conduct of concern.

Structurally, SF State has made incredible progress in the last two years in developing and building out the infrastructure of the Office of Equity Programs and Compliance (OEPC) by: hiring a full time Deputy Title IX Coordinator/Director of Resolutions, hiring a Title IX and DHR Training, Prevention, and Education Coordinator, hiring three additional Investigators, separating intake and supportive measures from investigative functions, mapping and triaging all duties associated with case processing, strengthening many internal protocols, streamlining the use of templates, developing website information, and improving timelines of case resolution and communication that more accurately manages expectations around response time and resolution to all parties. SF State also hired and onboarded a permanent and elevated Title IX and DHR Coordinator at the Assistant Vice President level. Anna Titus joined the campus in July 2024 and hit the ground running developing new and innovative campus trainings, engaging in strategic planning across campus – including initiating a listening tour across campus, and is focusing intently on implementing the specific tasks of the Cozen O’Connor Report while maintaining professional compliance responsibilities. The elevation of the Title IX and DHR Coordinator role also gives the Office of Equity Programs and Compliance an opportunity to cultivate in-person connectivity and to coordinate with other complementary offices such as Human Resources, Dean of Students, Faculty Affairs, the Division of Equity and inclusion, and the Office of Ombuds, to help build and concentrate University focus towards addressing aspects of Cozen O’Connor’s findings and recommendations.

There is still more work to do – such as continuing with the creation and implementation of new and innovative training and programming, harmonizing the campus case management system (Maxient) with the pending systemwide case management system, launching an interactive website, convening two new University committees, and settling on name and structural/organizational changes for the office. In collaboration with and support from the regional Systemwide Senior Director for Civil Rights and the Chancellor’s Office Civil Rights Programming & Services unit, and support from representatives of our internal cabinet, SF State is on target to complete the report recommendations. As with all elements of the University, many outstanding recommendations would be more efficiently accomplished with additional resources, but because of the steadfast ingenuity of our unique campus and its stakeholders, we set a completion date of 2025 for 90% of report recommendations and a Summer 2026 completion date for full execution of all report recommendations.

Plan Summary

The Cozen O’Connor recommendations for SF State are divided into five areas: 1) Infrastructure and Resources; 2) Strengthening Internal Protocols; 3) Communications; 4) Prevention, Education, Professional Development, Training and Awareness; and 5) Responding to Other Conduct of Concern (where “Other Conduct of Concern” refers to reports of conduct that fall outside of the Nondiscrimination Policy).

The following recommendations include the following priority level scale: 1) high priority and quickly accomplished; 2) high priority related to core function or predecessor of other recommendations; 3) moderate or requires 12–18-month time frame; and 4) requires planning for 18-to-26-month compilation.

Infrastructure and Resources

The Implementation Team aims to strengthen our Title IX and Discrimination, Harassment, and Retaliation programs by strategically addressing key recommendations outlined on pages 33-34 of the SF State Cozen O’Connor report. This phased approach centers on budget allocation to sustain current initiatives and bolster ongoing efforts. With a focus on personnel, infrastructure, record management, general oversight of Title IX and DHR activities, and continuous training for campus leadership and Title IX and DHR professionals, this plan endeavors to create a robust and comprehensive framework to better serve our campus community.

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

- Project Leader: Moore and Titus
- Stakeholder Offices: Student Affairs and Enrollment Management (SAEM)
- Anticipated Project Completion: December 2023; updated August 2024
- Priority Level: 1

- Status: Completed in February 2024 and updated August 2024
- Notes/Solutions: The Implementation Team convened in August 2023 and met bi-weekly for the 23-24 Academic year. We completed successful drafts of both the communication plan and the implementation plan to share for feedback. Implementation Team co-chairs and facilitators met over the summer and throughout fall 2024 to update the plan to reflect current progress, the Chancellor's Office's feedback, and to coordinate strategic planning surrounding the remaining tasks, with the new Assistant Vice President-level Title IX Coordinator and DHR Administrator, who joined the University on July 1, 2024.

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

- Project Leader: Titus
- Stakeholder Offices: Office of Equity Programs & Compliance (OEPC), Sexual Violence Survivor Advocacy (The SAFE place or SAFE), Employee Assistance Program (EAP), Department of Counseling (CAPS)
- Anticipated Project Completion: August 2024
- Priority Level: 1
- Status: Completed and reoccurring
- Notes/Solutions: The University has provided updates regarding budget and resources to the Chancellor's Office and will continue to do so every six months, if not more frequently. The Title IX and DHR budget have been a reoccurring discussion and priority throughout AY 24-25 , both internally at SF State and with the Chancellor's Office.

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

- Project Leader: Titus
- Stakeholder Offices: OEPC, SAFE, Human Resources (HR), Office of Student Conduct, Faculty Affairs
- Anticipated Project Completion: August 2024
- Priority Level: 1

- Status: Completed
- Notes/Solutions: Office of Equity Programs and Compliance (OEPC) reviewed and updated their organization chart, reassigned core functions (centered on intake and outreach, prevention/education and training, case management, hearings, data entry and analysis, and administrative tasks) and identified key gaps in staffing. OEPC is continuing to explore the budgetary means and strategy to cover any remaining functions by assessing additional staffing opportunities in close collaboration with HR, Faculty Affairs, Office of the Ombuds, and the SAEM administrative team.

Task 4. Re-source and restructure OEPC staffing to provide for the following positions: Title IX Coordinator/DHR Administrator; Deputy Title IX Coordinator; Investigators (minimum of five, pending the creation of a centralized investigator pool run by the Chancellors' Office); Intake/Support Coordinator; Case and Hearing coordinator; Training and Prevention Education Coordinator; Administrative Support.

- Project Leader: Titus
- Stakeholder Offices: OEPC and SAFE
- Anticipated Project Completion: June 2025; July 2026 for full restructuring
- Priority Level: 2
- Status: Completed June 2025, full restructuring in progress
- Notes/Solutions: The University made demonstrable progress in AY 23-24 by hiring a full time and permanent Assistant Vice President (AVP) for Title IX and DHR, a temp/part time Deputy TIX Coordinator, one full time emergency hire Investigator, and one emergency hire contract-based Case and Hearing Coordinator. The SAFE Place hired a Sexual Violence Prevention Educator & Case Manager in Fall 2024. In AY 24-25, the University made further notable progress through hiring a: Prevention Education Coordinator; a full time Deputy TIX Coordinator; three additional Investigators; and converting the emergency hire contract-based Case and Hearing Coordinator to a permanent position. Administrative support is currently shared with SAEM and integrated across several administrative roles. The University is evaluating how to further implement the remaining recommended positions through ongoing budget planning and shared staffing model conversations.

Task 5. Staff the following roles: Confidential survivor advocate; Respondent resource; independent ombuds with capacity (the role of ombuds was previously held by Director of Benefits). Consider additional suite of resources to address other conduct of concern including restorative justice, mediation, conflict resolution.

- Project Leader: Moore and Titus
- Stakeholder Offices: OEPC

- Anticipated Project Completion: Completed and ongoing
- Priority Level: 2
- Status: Completed in January 2024 and ongoing
- Notes/Solutions: The University made demonstrable progress including: hiring a confidential survivor advocate in SAFE in 2023 and a second confidential advocate in Fall 2024; appointing an Independent Ombuds (January 2024); and initiating an internal search for a community member or several to serve as a Respondent resource (Fall 2024). Additional campus offices that are partners in addressing other conduct of concern are: the Employee & Labor Relations office, Office of Faculty Affairs and Professional Development, the Bias Incident Education Team (BIET), the Conflict Resolution Certificate program. SF State's Implementation Team highlighted these resources across campus in Fall 2024 and is engaged in ongoing outreach efforts across campus to increase awareness and the use of these resources.

Task 6. 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 and DHR program.

- Project Leader: Titus and Moore
- Stakeholder Offices: OEPC and SAEM
- Anticipated Project Completion: August 2026
- Priority Level: 2
- Status: Request completed (August 2024); ongoing
- Notes/Solutions: The University looks forward to continued collaboration and communication with the Chancellor's Office regarding funding needs for Title IX and DHR programs at SF State and notes that the Chancellor's Office has allocated funds towards Title IX and DHR programs at SF State, on an annual and reoccurring basis.

Task 7. OEPC will migrate case files and provide real time access to key partners.

- Project Leader: Chancellor's Office and OEPC
- Stakeholder Offices: Chancellor's Office and OEPC
- Anticipated Project Completion: Summer 2026
- Priority Level: 2
- Status: Ongoing
- Notes/Solutions: The university looks forward to integrating and migrating cases to an enterprise-level case management system in

coordination with the Chancellor's Office.

Task 8. Ensure an adequate supervisory model that includes a routine cadence of supervisory meetings, guidance on ensuring effective oversight and accountability measures, an appropriate level of detail for review, development, integration and tracking of decision-making frameworks, and balancing implementers' independence and autonomy with the need to identify and elevate critical issues and concerns about safety/risk.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed and ongoing
- Priority Level: 1
- Status: Completed August 2023
- Notes/Solutions: Routine supervisory meetings between the Interim Title IX Coordinator and Vice President of SAEM occurred over the course of the 23-24 academic year and will continue with the AVP for Title IX and DHR throughout the 24-25 Academic year and beyond. The AVP for Title IX and DHR meets consistently, sometimes multiple times a week, with the Chancellor's Office. The AVP for Title IX and DHR works closely with all OEPC team members, meeting with the team multiple times a week, ensuring ongoing accessibility to guidance and support. Infrastructure, protocols, and templates have been established and implemented for oversight, accountability, and review of all work product and decision making, in close collaboration with the Chancellor's Office. Safety/risk concerns are appropriately elevated for decision making and tracked and documented. The full time Deputy Title IX Coordinator will provide the Investigators support, guidance, and a detailed review of their work product on an ongoing, which will improve investigative timelines, quality of investigations, and communications to parties.

Task 9. 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 and DHR program (CLEs, conferences, system training, etc.).

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed and ongoing
- Priority Level: 1
- Status: Completed August 2024 and ongoing
- Notes/Solutions: Systemwide training occurred for Title IX and DHR professionals in July and August 2024 via the CSU Systemwide Title IX and DHR Annual Conference. The Chancellor's Office created and offers system-

wide templates, toolkits, and resources that shape continued learning. The AVP for Title IX and DHR is discussing professional development needs with OEPC team members during regular supervision meetings to identify priorities and develop a strategic professional development plan that aligns with current fiscal resources, as well as the inclusion of future potential training opportunities as additional funds become available. During Fall 2024, the AVP for Title IX and DHR engaged in exploratory conversations with other CSU campuses in the region, the Systemwide Civil Rights and Programming and Services office, local Bay area investigation firms, and national civil rights organizations about options for training and professional development opportunities for OEPC team members.

Task 10. Identify sustainable model to provide Respondent support services.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed and ongoing
- Priority Level: 2
- Status: Completed Fall 2023 and ongoing
- Notes/Solutions: Presently, OEPC offers Respondents supportive measures and shares information about campus resources with Respondents such as the employee assistance program or student counseling services. Supportive measures are individualized services offered to parties as appropriate, when reasonably available, and are without fee or charge. Supportive Measures are designed to restore or preserve equal access to CSU educational programs and activities and/or the workplace without unreasonably burdening the other party, including to protect the safety of all parties or the educational or work environment. The AVP for Title IX and DHR requests to meet with every Respondent in every investigation to discuss the investigative process and available supportive measures. OEPC will continue to draw on expertise from Human Resources, Employee & Labor Relations, Faculty Affairs, and Office of Dean of Students, to identify an appropriate and current employee to serve in a Respondent Advisor role on an ongoing basis. From there, OEPC will provide training to the Respondent advisor and monitor utilization of the service to evaluate the need for further expansion.

Task 11. Reevaluate reporting structure of OEPC to ensure accessibility and to effectively communicate the reach and jurisdiction of OEPC for all reports of discrimination and harassment to the entire University community including employees.

- Project Leader: Titus
- Stakeholder Offices: OEPC, Cabinet, and SAEM

- Anticipated Project Completion: July 2026
- Priority Level: 3
- Status: Initiated and ongoing
- Notes/Solutions: Conversations and strategic planning around restructuring the reporting structure of OEPC began in Spring 2024. The AVP for Title IX and DHR worked with the President's Cabinet and the VP of Student Affairs & Enrollment Management during AY 24-25 to discuss an appropriate organizational and reporting structure for OEPC based on campus feedback, Cozen O'Connor Report recommendations, peer institutions, and best practices. As these conversations are ongoing, OEPC will communicate actively with the campus, provide employees with resource materials, engage in active training and listening sessions, and develop strong in-person engagement presence, all to further understand campus perspectives regarding the reporting structure of OEPC.

Strengthening Internal Protocols

The goal of Implementation Team is to promote accountability and strengthen SF State's internal protocols within Title IX and DHR programs, by focusing on recommendations noted on pages 34-35 in the campus report. The work of the Implementation Team focuses on the life span of a Title IX and DHR report, from intake to resolution, as well as other key recommendations, such as separating advocacy functions from investigations, strengthening campus collaboration through a multidisciplinary team model, and developing tools and written processes for effective case management.

Task 1: Coordinate with Regional Director, Civil Rights Programming & Services, and subject matter experts

- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed and ongoing
- Priority Level: 1
- Status: Completed and ongoing
- Notes/Solutions: The AVP for Title IX and DHR meets formally with the campus's assigned Systemwide Senior Director for Civil Rights, Civil Rights Counsel, and University Counsel weekly, and communicates with this same group often and as needed, for guidance, feedback, and additional levels of review.

Task 2. Develop robust intake, outreach, and case management protocols and tools for: supportive measures and resources; intake and outreach; the oversight of supportive measures and decision-making regarding emergency removal or administrative leave; seeking to hold an intake meeting with all individuals who make a report of conduct that could violate the Nondiscrimination policy; notifying and coordinating the intake meeting with the confidential

advocate; information sharing to ensure OEPC can fulfill its responsibility of documenting all supportive measures offered, requested, implemented, and denied; creating a feedback loop to acknowledge responsible employee reports and confirm receipt of reports; reaching out to Complainants using multiple modalities and systems to document outreach; the protocol for additional outreach in cases with non-responsive complainants.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: September 2024
- Priority Level: 1
- Status: Completed
- Notes/Solutions: OEPC made demonstrable progress on developing intake and outreach protocols and oversight measures, with the guidance and support of the Chancellor's Office, completing in Spring 2024. The outgoing Interim Title IX Coordinator is developing an office manual to finalize remaining management protocols and tools. In addition, OEPC has fully integrated the Chancellor's Office-issued Intake and Initial Assessment Guidance and Checklist (which covers all of these topics/tasks) and OEPC has fully integrated this into its standard practices and protocols.

Task 3: The Title IX Coordinator should develop a process for initial assessment that aims to: respond to immediate health and safety concerns in a report; determine scope under Nondiscrimination policy; assess pertinent identifying information including the need to for an external report, provide resources/rights/responsibilities to Complainant; refer report to appropriate campus official (if applicable); assess for pattern conduct; discuss Complainant's preferred resolution and the appropriateness of moving forward without a Complainant; explain retaliation prohibitions; follow a checklist to ensure all legally required actions are taken; document a statement of concern to ensure the Complainant has a clear understanding of the nature of the report and resolution path.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Spring 2024
- Priority Level: 1
- Status: Completed
- Notes/Solutions: In Spring 2024, OEPC implemented a process for initial assessments that addresses all Cozen O'Connor recommendations for initial assessments, utilizing the Chancellor's Office comprehensive Intake and Initial Assessment Guidance and Checklist. These requirements have been reviewed with all EPC team members, in particular the Intake/Support Coordinator, and implemented into several internal protocols. The AVP for Title IX and DHR communicates often, sometimes multiple times a week,

with campus partners in Employee Labor & Relations, Faculty Affairs, Residential Life, Dean of Students, University Police Department (UPD) and University Counsel regarding referrals to the appropriate official and for coordination of initial assessments of incoming reports.

Task 4: Separate support/advocacy from investigation to avoid role confusion; create clear demarcation between supportive measure providers and investigators.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed Spring 2024
- Priority Level: 1
- Status: Completed
- Notes/Solutions: OEPC reassigned duties so investigators are not providing/ coordinating supportive measures to parties directly. There is one full time Intake/Support Coordinator coordinating supportive measures for parties. Supportive measures are also coordinated/implemented with the help of the Case and Hearing Coordinator, the Deputy Title IX Coordinator, and the AVP for Title IX and DHR. Confidential campus advocacy for sexual violence, sexual harassment, and intimate partner violence is housed in a separate office (SAFE).

Task 5: Strengthen campus collaboration/info sharing through multidisciplinary team model (MDT).

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Spring 2025
- Priority Level: 1
- Status: Completed
- Notes/Solutions: The AVP for Title IX and DHR identified appropriate campus partners to serve on multidisciplinary teams for student and employee matters. These teams meet weekly to: assess and triage incoming reports to appropriate campus areas if the report does not fall within the scope of OEPC; coordinate referrals and supportive measures; and discuss potential resolutions or remedies.

Task 6: Develop enterprise level tools and protocols for consistent, informed, effective real time documentation and case management.

- Project Leader: Titus
- Stakeholder Offices: Chancellor's Office and OEPC
- Anticipated Project Completion: Summer 2026
- Priority Level: 2
- Status: ongoing
- Notes/Solutions: The University looks forward to integrating and migrating cases to an enterprise-level case management system with a timeframe for implementation set for Summer 2026 in coordination with the Chancellor's Office.

Task 7: For quality control, develop a case opening and closing checklist to ensure that all relevant documents, correspondence, and information are captured and preserved electronically.

- Project Leader: Titus
- Stakeholder Offices: OEPC and Chancellor's Office
- Anticipated Project Completion: Completed Spring 2024 and ongoing
- Priority Level: 2
- Status: Complete and ongoing
- Notes/Solutions: OEPC currently utilizes the checklist and guidance provided by the Chancellor's Office for opening and closing cases to ensure clear and meticulous documentation throughout the process.

Task 8: To the extent feasible, seek to maintain data in a usable and searchable electronic format for efficient decision making, analysis and review.

- Project Leader: Titus
- Stakeholder Offices: OEPC and Information Technology Services (ITS)
- Anticipated Project Completion: Complete and ongoing
- Priority Level: 2
- Status: Complete and ongoing
- Notes/Solutions: A searchable electronic platform exists to meet this recommendation as case files are stored in the secure Maxient database. Box (SF State's electronic data storage system with appropriate security support) migration was completed by ITS in July 2024. Paper files are currently under review for migration to searchable electronic platform.

Task 9: Migrate all historical DHR reports and Title IX reports into the enterprise-level case management system.

- Project Leader: Titus

- Stakeholder Offices: OEPC and Chancellor's Office
- Anticipated Project Completion: Summer 2026
- Priority Level: 2
- Status: Ongoing
- Notes/Solutions: The University looks forward to integrating and migrating cases to an enterprise-level case management system with a timeframe for implementation set for Summer 2026 in coordination with the Chancellor's Office.

Task 10: Develop protocols for quality control of data entry and periodic reviews for quality assurance.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Spring 2025
- Priority Level: 2
- Status: Completed
- Notes/Solutions: This protocol was included in the OEPC office manual completed in Spring 2025.

Task 11: Oversee investigations including: establishing a protocol to ensure the timeliness of investigations, with routine quality control mechanisms throughout investigation process; developing quality control processes for monitoring active investigations for thoroughness and timeliness and ensure timely communications to parties throughout the investigative process (e.g., calendar internal 30-day, 60-day and 90-day alerts to prompt the investigator or case manager to make outreach to the parties); ensuring each report has sufficient review by the Title IX Coordinator/DHR Administrator and University Counsel (for legal review of sufficiency and adherence to policy).

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: July 2025
- Priority Level: 2
- Status: Ongoing and progressing
- Notes/Solutions: OEPC maximized efficiencies and will continue to improve with additional Investigators. Investigators are now only focusing on investigations and no longer conducting intake duties or coordinating supportive measures, with these functions being completed by a dedicated Intake/Support Coordinator and other roles in OEPC. This structure is supporting thorough and timely investigations. There are multiple levels of review on all work product by the AVP for Title IX and DHR, the Deputy Title IX Coordinator, University Counsel

and/or the Chancellor's Office. Additionally, stemming from the Chancellor's Office-issued Guidance on Timelines and Extensions, OEPC has implemented standard processes and protocols related to the oversight of investigations. The AVP for Title IX and DHR, the Deputy Title IX Coordinator, and the Case and Hearing Coordinator, are currently working on additional case management protocols for monitoring investigative timelines.

Task 12: 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.

- Project Leader: Titus
- Stakeholder Offices: University-wide
- Anticipated Project Completion: Spring 2025
- Priority Level: 2
- Status: Completed
- Notes/Solutions: The AVP for Title IX and DHR has designed a comprehensive listening tour that was completed during AY 24-25 with primary stakeholders. This provided various opportunities, including insight into campus community needs, feedback regarding experiences with OEPC, increased visibility, trust-building, and the potential for partnership with other areas on campus to increase awareness of OEPC and associated resources and services. Comprehensive training, education, collaboration, and static marketing and passive programming (e.g. stickers, posters, pamphlets, and interactive tabling and special trainings/workshops etc.) will provide information, context, and help address concerns about reporting.

Task 13: Review and revise tone, content, and format of reporting forms and other template communications.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed
- Priority Level: 1
- Status: Completed June 2024
- Notes/Solutions: OEPC revised the tone, content, and format of their reporting form, templates, and communications in collaboration with the Chancellor's Office to ensure all these communications are accessible, emphasize the tone of care and support, avoid the use of legalese when possible, and aim to reduce overwhelm for readers.

Task 14: Update the online reporting form to expressly instruct the reporter that the report can be submitted anonymously and that the University is limited in its ability to respond to anonymous reports.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed
- Priority Level: 1
- Status: Completed Fall 2023
- Notes/Solutions: The reporting form was updated, and specific language has been included to explain the limitations associated with anonymous reporting.

Task 15: Review the current post-Title IX and DHR disciplinary processes for faculty and staff to ensure promptness, equity, and informed communication.

- Project Leader: Titus
- Stakeholder Offices: OEPC, HR, Faculty Affairs
- Anticipated Project Completion: July 2025
- Priority Level: 2
- Status: Ongoing and progressing
- Notes/Solutions: The AVP for Title IX and DHR is in active and ongoing conversations with Faculty Affairs and Human Resources to ensure all post disciplinary processes are efficient, equitable, and communicated appropriately, in alignment with the Chancellor's Office guidance regarding documentation and maintenance of disciplinary or corrective actions.

Task 16: Ensure the Title IX Coordinator and DHR Administrator remains engaged in any disciplinary processes, including sanctions and appeals, until final.

- Project Leader: Titus
- Stakeholder Offices: OEPC, HR, Faculty Affairs
- Anticipated Project Completion: July 2025
- Priority Level: 2
- Status: Ongoing and progressing
- Notes/Solutions: The AVP for Title IX and DHR is in active and ongoing conversations with Faculty Affairs, Human Resources, and the Office of Student Conduct surrounding the procedures for disciplinary processes, sanctions, appeals and the AVP for Title IX and DHR's role in coordinating these matters.

Task 17: Ensure that decisions about negotiated settlements are supported by a careful and coordinated review by all relevant campus and system level administrators.

- Project Leader: Titus
- Stakeholder Offices: OEPC, University Counsel, Chancellor's Office
- Anticipated Project Completion: Process complete Fall 2023
- Priority Level: 2
- Status: Completed and ongoing
- Notes/Solutions: The AVP for Title IX and DHR will consult with University Counsel, the Chancellor's Office, and any other appropriate University officials, should there be a need for any negotiated settlements. Conversations with University Counsel, the Chancellor's Office, Faculty Affairs and Human Resources, will occur as needed to ensure sufficient review of conduct with relevant administrators.

Task 18: Develop and implement a process to routinely collect post-resolution feedback from the parties and all impacted individuals.

- Project Leader: Titus
- Stakeholder Offices: OEPC, Faculty Affairs, Student Conduct, HR
- Anticipated Project Completion: July 2025
- Priority Level: 2
- Status: Ongoing and progressing
- Notes/Solutions: The AVP for Title IX and DHR is exploring options for collecting post-resolution feedback from parties and impacted individuals that is trauma informed, constructive, accessible, and looks forward to implementing this process to further improve parties' experiences in resolutions.

Communications

The goal of the Implementation Team is to support the campus community's immediate and ongoing needs as it relates to Title IX and DHR by implementing marketing and website improvements, as well as initiating short- and long-term strategic communication plans to create greater awareness of policies and resources related to these programs. Additionally, this plan sets in place clear mechanisms to maintain transparency and accountability with the University's internal and external stakeholders related to Title IX and DHR programs at SF State, as well as the progress of the Implementation Team as the University works to meet the recommendations of the Cozen O'Connor report.

Task 1: Conduct a comprehensive review of the Notice of Nondiscrimination to ensure accuracy, alignment with law and policy, and accessibility.

- Project Leader: Titus, Williams, Moore, Kleaver
- Stakeholder Offices: OEPC, HR, SAEM, University Counsel
- Anticipated Project Completion: complete and ongoing

- Priority Level: 1
- Status: Completed Fall 2023 and ongoing
- Notes/Solutions: A review of the Notice of Nondiscrimination was completed.

Task 2. Ensure distribution of a clear and consistent communication plan each semester that includes at minimum: dissemination of the Notice of Nondiscrimination; information about reporting and resources.

- Project Leader: Titus, Williams, Moore
- Stakeholder Offices: OEPC, HR, SAEM, University Counsel
- Anticipated Project Completion: Complete and ongoing
- Priority Level: 1
- Status: Completed Fall 2023 and ongoing
- Notes/Solutions: SF State will continue to send emails to the campus community (students and employees), disseminating the Notice of Nondiscrimination and information about reporting options and resources.

Task 3. Develop an intentional marketing campaign to raise awareness about the role of the Title IX and DHR program, available resources, and resolution options.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Fall 2025
- Priority Level: 1
- Status: Ongoing, final campaign ready to implement Fall 2025
- Notes/Solutions: Throughout Fall 2024, OEPC began its initial phases of this task and conducted many in person and virtual trainings, and interactive in person tabling, related to all of the topics outlined below. OEPC looks forward to continuing to design and implement a campaign to increase knowledge and awareness of reporting, duty to report, and the process following the report (resources and resolution options), including targeted campus messaging to administrators, campus leaders, staff, departments, colleges, and students, implementing passive programming (stickers, posters, pamphlets), interactive in-person tabling, and trainings/workshops throughout Summer 2025. This campaign may be adjusted if the location/reporting structure of OEPC changes. Roll out planned for Fall 2025.

Task 4. Update the name of the office to better reflect its purpose and function.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Fall 2025

- Priority Level: 1
- Status: Ongoing and progressing
- Notes/Solutions: OEPC is in ongoing conversations with the Chancellor's Office to discuss and implement an appropriate/accurate office name relating to the scope, purpose, and function of the office. This task is related to any potential relocation/reporting structure changes.

Task 5. Prioritize the messages of care, supportive measures, and resources.

- Project Leader: Titus
- Stakeholder Offices: OEPC and University community
- Anticipated Project Completion: Completed Fall 2023
- Priority Level: 1
- Status: Completed
- Notes/Solutions: OEPC has: updated their templates for communications sent to parties; staffed an individual whose primary responsibility is to oversee and coordinate supportive measures – with support and oversight provided as needed from the AVP for Title IX and DHR, the Deputy Title IX Coordinator, and the Case and Hearing Coordinator; increased follow ups with Complainants on a more regular basis after the receipt of a report and continued referrals for accessing supportive measures and resources to Complainants and Respondents during the resolution process. OEPC has also emphasized collaboration and supportive engagement with campus community stakeholders to assist in messaging related to care, supportive measures, and resources.

Task 6. Differentiate and educate about the difference between confidential resources and reporting options.

- Project Leader: Titus, Loren
- Stakeholder Offices: OEPC, SAFE, HR, Faculty Affairs
- Anticipated Project Completion: Spring 2025
- Priority Level: 2
- Status: Completed and ongoing
- Notes/Solutions: The SAFE place (a survivor-focused, trauma-informed program that provides free and confidential support services to survivors) in partnership with OEPC, developed clear programming, communication, and marketing, to facilitate an understanding about the differences between confidential resources and reporting options, and areas where these resources intersect (for example, that a complainant may choose to be accompanied by a Confidential Advocate in making a report to OEPC). OEPC and SAFE implemented training and educational curriculum during AY 24-25 related to confidential resources and reporting options with key campus partners and constituents.

Task 7. Partner with campus communications professionals to create and promote effective marketing materials, including through the use of professional branding that can be used across platforms (print, web, social media, imprinted on giveaway products).

- Project Leader: Titus and Nunez
- Stakeholder Offices: OEPC and Strategic Marketing & Communication
- Anticipated Project Completion: Fall 2025
- Priority Level: 1
- Status: Ready to implement
- Notes/Solutions: OEPC is looking forward to implementing a designed campaign to: increase knowledge about how to submit a report to OEPC; employees' duty to report; the process following the report (resources, supportive measures, resolution options); change the modality of and increase the amount of targeted campus messaging to administrators, campus leaders, staff, departments, colleges, and students; implement passive programming (stickers, posters, pamphlets, and interactive tabling and special trainings/workshops). Please note this campaign is ready to implement, pending and in association with, any updates to the office's name and/or location/reporting structure.

Task 8. Create standardized practice that improves communications during open active matters.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed Fall 2023 and ongoing
- Priority Level: 1
- Status: Completed and ongoing
- Notes/Solutions: OEPC is actively increasing the amount and modality of updates and communications to involved parties during open active matters, including standardized practices for when communications should be anticipated or necessary and when communication is needed to share updates or changes to expected timelines. Collaborative efforts across campus stakeholders to maximize the efficacy of these communications will continue. OEPC has implemented standard processes and protocols into its standard practices and processes that are aligned with the Chancellor's Office-issued Guidance on timelines and extensions. The AVP for Title IX and DHR, the Deputy Title IX Coordinator, and the Case and Hearing Coordinator, are currently working on additional case management protocols for monitoring investigative timelines and additional protocols related to communication.

Task 9. Prioritize care for the parties by sharing reasons for any delays to improve trust between OEPC and constituents served (students, faculty, staff) and campus partners including faculty leadership, HR, and other campus administrators/leaders.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed Fall 2023 and ongoing
- Priority Level: 1
- Status: Completed and ongoing
- Notes/Solutions: OEPC is actively increasing the amount and modality of updates and communications to involved parties during open active matters, including sharing reasons for delays in timelines and creating open lines of communication with parties. In time, this should improve trust between OEPC and the campus community at large, as OEPC increases transparency with parties.

Task 10. Improve the Title IX and DHR website and other external-facing communications: review and revise web content, across all relevant webpages, for clarity, accuracy, and accessibility; ensure that web content includes photographs and contact information for Title IX and 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 and 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; address website deficiencies (outdated information, deadlinks, etc.) identified in this report.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed Summer 2023 and ongoing
- Priority Level: 1
- Status: Completed September 2023 and ongoing
- Notes/Solutions: One of the first improvements that the University made upon receipt of the Cozen O'Connor report was to address this recommendation. All identified deficiencies were addressed, and information was updated related to: reporting; staffing; policy; and procedures. This project is still ongoing, and will continue to be a priority upon any changes or updates in policy, protocol, procedures, and in the event of an office name and/or location/organization change.

Task 11. Gather, evaluate, and update all existing information materials, web resources, posters/flyers, social media, information, and other public-facing communications about the

Title IX and DHR program to ensure that those materials: 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; 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.

- Project Leader: Titus
- Stakeholder Offices: OEPC and Strategic Marketing & Communications
- Anticipated Project Completion: July 2025
- Priority Level: 2
- Status: Ongoing and progressing
- Notes/Solutions: OEPC is looking forward to implementing a designed campaign for this task. OEPC will locate and gather information around campus for all stakeholders and constituents. In partnership with Strategic Marketing & Communications, a new design campaign will then be implemented, and information will be redistributed. Please note this is pending and in association with, any updates to the office's name and/or location/reporting structure.

Task 12. Use standardized email addresses and/or materials that are able to be updated quickly (e.g., use of QR codes that point to dynamic webpages that can be updated).

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed
- Priority Level: 1
- Status: Completed September 2023
- Notes/Solutions: A standardized email account that is perpetually monitored was created and utilized. The reporting form is linked to a perpetually relevant and accurate QR form that is included on posters, materials, and resource handouts.

Task 13. Develop an expanded annual report with meaningful information/data

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: October 2024
- Priority Level: 1
- Status: Completed
- Notes/Solutions: OEPC met the October 2024 deadline for submitting expanded Annual Report data to the Chancellor's Office. This data has been published in an expanded annual report with meaningful information/data.

Task 14. Develop standing committee of representative student, faculty, and staff ambassadors to support and facilitate institutional efforts to more effectively communicate with campus constituents.

- Project Leader: Moore and Titus
- Stakeholder Offices: SAEM and OEPC
- Anticipated Project Completion: Ongoing as directed by the Chancellor's Office
- Priority Level: 1
- Status: Ongoing as of August 2023
- Notes/Solutions: SF State Implementation Team was established in August 2023, and it will continue to meet until the multi-year Implementation Team project is concluded as determined by the Chancellor's Office. The Implementation Team will explore additional opportunities to support and facilitate effective communication with the campus community beyond the timeline of this Implementation Plan.

Task 15. Identify and prioritize opportunities for in-person engagement with Title IX and DHR staff (e.g., pop-up events, tabling at an information fair, open houses in various central locations, routine scheduled short presentation to key audiences, and/or sponsored or co-sponsored events).

- Project Leader: Titus and Moore (Implementation Team)
- Stakeholder Offices: SAEM and OEPC
- Anticipated Project Completion: Fall 2024 and ongoing
- Priority Level: 2
- Status: Ongoing; this will be one of the main priorities of the Implementation Team to assist with coordination efforts in collaboration with OEPC.
- Notes/Solutions: The Implementation Team designed a Fall 2024 program for the campus community to meet the new AVP for Title IX and DHR and OEPC staff and explored further opportunities for in-person engagement with OEPC staff such as: tabling at resource fairs, conducting presentations about support and resources offered within OEPC and mandatory reporting requirements with key campus constituents, hosting special programming related to prevention and education with student and employee groups, joining various campus groups meetings, and volunteering at various campus events which will provide further opportunities for in-person engagement. In person engagement, as outlined above, was steadily increased during Spring 2025. The SAFE Place also had in person engagements throughout AY 24-25 for reporting and on- and off- campus resources and coordinated programming with OEPC.

Prevention, Education, Professional Development, Training and Awareness

The Implementation Team seeks to establish a comprehensive framework for Title IX and DHR prevention education programming by addressing key recommendations outlined on pages 39-41 of the SF State Cozen O'Connor report. Collaborating with students, staff, and faculty, this plan seeks to develop an evidence-based educational peer to peer programming approach on affirmative consent, bystander intervention, healthy relationships, substance-related education, and the importance of Title IX and DHR proactive preventative education. The strategy integrates ongoing assessment mechanisms to adapt to evolving campus dynamics and uphold compliance with the Violence Against Women Act (VAWA) and 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 a culture of respect and personal accountability for preventing discrimination, harassment, and sexual misconduct.

Task 1: Convene a University-wide Prevention and Education Oversight Committee to coordinate and align programming across the University. The Committee should include all departments who provide training, prevention and education, including, at a minimum, representatives from the Title IX and DHR program, the confidential advocate, student affairs, student health, counseling, UPD, athletics, fraternity and sorority life, residential life, human resources and employee labor relations, academic/faculty affairs, DEI professionals, identity-based affinity centers, University subject matter experts, and staff, faculty, and student representatives.

- Project Leader: Titus
- Stakeholder Offices: OEPC, SAFE, SAEM, Student Health, CAPS, UPD, Athletics, Student Activities & Events, Residential Life, HR, Academic Affairs, Division of Equity & Community Inclusion (DECI), Communication studies (conflict resolution program)
- Anticipated Project Completion: Summer 2025
- Priority Level: 2
- Status: Planning in progress
- Notes/Solutions: Identifying membership of this proposed community was part of the AVP for Title IX and DHR's listening tour in Fall 2024. The AVP for Title IX and DHR will work with Implementation Team co-facilitators to ensure harmony between the implementation plan and this goal. The Prevention and Education Oversight Committee and a committee charge was provisionally developed in Fall 2024 and will convene in Summer 2025.

Task 2. 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. Constituent groups subject to required training should include students (undergraduate and graduate); targeted student populations (athletes, fraternity and sorority life, residential students, residence life student staff, international students, student leaders); senior leadership; faculty (deans, department chairs, leads, lecturers); staff (managers, supervisors); and campus partners who assist in the implementation of Title IX and DHR. Prioritize training for those partners who may routinely receive reports of prohibited conduct, including UPD, Residential Life, Student Affairs, Human Resources, and Academic Affairs.

- Project Leader: Titus
- Stakeholder Offices: OEPC, SAEM, Faculty Affairs, Human Resources
- Anticipated Project Completion: August 2024
- Priority Level: 2
- Status: Ongoing and progressing
- Notes/Solutions: The AVP of Title IX and DHR conducted multiple trainings with all the constituent groups outlined in this task throughout AY 24-25. Planning is underway for AY 25-26 in coordination with the newly hired Prevention Education Coordinator and all the stakeholder offices identified with this task.

Task 3: Provide increased training for Residential Life staff to improve communication, coordination, and information sharing with OEPC to resolve any potential gaps in identifying protected status discrimination and harassment.

- Project Leader: Titus and David Rourke
- Stakeholder Offices: OEPC and Residential Life/Campus Housing
- Anticipated Project Completion: August 2024
- Priority Level: 3
- Status: Complete and ongoing
- Notes/Solutions: Throughout AY 24-25 the AVP of Title IX and DHR formally trained Residential Life Staff, regarding the Nondiscrimination Policy and mandatory reporting requirements. Additional materials such as FAQs will be developed and shared with Residential Life. The AVP of Title IX and DHR will continue to build relationships with Residential Life staff throughout the year by attending informal lunches, campus events, and through Residential Life staff serving on the student Multidisciplinary Team.

Task 4: Identify all University partners who provide programming, including affinity and identity-based centers and student affairs personnel; Identify opportunities for virtual and in-person engagement; develop core principles and standards for content development.

- Project Leader: Titus and Loren
- Stakeholder Offices: OEPC, SAFE Place, DECI Departments/Offices

- Anticipated Project Completion: July 2025
- Priority Level: 3
- Status: Ongoing and progressing
- Notes/Solutions: University partners have been comprehensively identified. Content for programming is being developed in partnership with the SAFE Place with a roll-out for Summer 2025. Programming will be coordinated and consistent with University expectations and policy. The Prevention and Education Oversight Committee will assist with developing core principles and standards for content for the identified University partners.

Task 5: Build a University calendar that includes online modules, social norm campaigns, orientation for students and employees, recurring opportunities for programming, and awareness events.

- Project Leader: Titus and Loren
- Stakeholder Offices: OEPC and SAFE
- Anticipated Project Completion: Summer 2025
- Priority Level: 3
- Status: Ongoing
- Notes/Solutions: The implementation team developed a Canvas website to be published that will incorporate these tasks. Informal static assets (materials/resources which are accessible regardless of any changes to websites/applications) outlining resources for Title IX and DHR matters, and Other Conduct of Concern were shared during Convocation in August 2024. The implementation Team will continue to roll out robust content throughout the next year AY. There will be a more comprehensive calendaring tool in 2025 when the University identifies and rolls out an integrative calendaring tool.

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

- Project Leader: Titus and Moore
- Stakeholder Offices: OEPC, SAEM, HR
- Anticipated Project Completion: Completed September 2023 and ongoing
- Priority Level: 1
- Status: Completed September 2023 and ongoing
- Notes/Solutions: University Officials send out University wide communication at the start of each semester that includes the dissemination of the Nondiscrimination Policy, Notice of Nondiscrimination, and reporting options and resources. Clarity of information and a tone of care are prioritized in the development of this communication.

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

- Project Leader: Titus and Loren
- Stakeholder Offices: OEPC, SAFE, HR
- Anticipated Project Completion: 2025
- Priority Level: 3
- Status: Ongoing and progressing
- Notes/Solutions: SF State tracks all training and communication of training for employees through CSULearn. OEPC is exploring opportunities to encourage the completion of required training. SAFE Place is coordinating, communicating, and tracking all trainings and programmatic efforts, effective September 2023. Ongoing efforts for this include a centralized effort of programming and events once a more comprehensive University-wide centralized calendaring platform is launched in 2025.

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.

- Project Leader: Titus ad Moore
- Stakeholder Offices: SAEM, OEPC, ITS
- Anticipated Project Completion: Summer 2025
- Priority Level: 3
- Status: Ongoing and progressing
- Notes/Solutions: The implementation team worked on developing static assets for this recommendation throughout Fall 2024 to go live with website materials in Summer 2025.

Task 9: 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 regarding: respectful and inclusive environments; conflict resolution; bystander intervention strategies; effective leadership and supervision; and, reporting responsibilities under Title IX, the Cleary Act, and CANRA. Ensure that the training includes information about prohibited consensual relationships given the significant overlap of prohibited consensual relationships with Title IX and DHR and other conduct of concern.

- Project Leader: Titus
- Stakeholder Offices: OEPC, President's Office, Cabinet, HR
- Anticipated Project Completion: Fall 2025
- Priority Level: 3
- Status: Ongoing and Progressing
- Notes/Solutions: OEPC is looking forward to partnering in sharing all of the training modules they completed in these areas. OEPC developed a plan in

the Spring 2025 to implement the plan in Fall 2025, in conjunction and collaboration with the Chancellor's Office. HR also develops and implements a training program for new managers that focuses on professional development, fostering respectful and inclusive environments, effective leadership and supervision, and other special duties related to leadership positions.

Task 10: Create routine training, education, and professional development opportunities to cultivate competencies in navigating difficult conversations, bridging differences, and modeling respect and civility.

- Project Leader: Moore, Ingrid, Mandolfo, and Titus
- Stakeholder Offices: Cabinet, SAFE, OEPC, HR, Faculty Affairs
- Anticipated Project Completion: Ongoing and continuously updated
- Priority Level: 3
- Status: Ongoing and continuously updated
- Notes/Solutions: OEPC is working with HR who are developing series of workshops around respect and conflict resolution. The Office of the Ombuds and Dean of Students Office provides routine workshops and engagements around difficult conversations. Other stakeholders also provide complementary programming in these areas. The AVP for Title IX and DHR, in coordination with the Implementation Team and the Prevention and Education Oversight Committee, will continue to find opportunities to collaborate with campus partners in these areas.

Task 11: Evaluate the potential opportunities for curricular or course-based programming credential-based options.

- Project Leader: Titus, Williams, Mandolfo
- Stakeholder Offices: OEPC, Faculty Affairs, HR
- Anticipated Project Completion: Fall 2025
- Priority Level: 3
- Status: Ongoing and progressing
- Notes/Solutions: OEPC will explore opportunities with stakeholders in Faculty Affairs and Human Resources to identify curricular course opportunities.

Task 12: Incorporate information about the Nondiscrimination Policy, reporting options, and confidential resources in syllabi statements.

- Project Leader: Titus
- Stakeholder Offices: OEPC and Academic Senate
- Anticipated Project Completion: Completed Fall 2023
- Priority Level: 1

- Status: Completed
- Notes/Solutions: The Academic Senate passed 23-257 Course Syllabus policy to include these updates. All courses should include language starting in Fall 2023.

Task 13: Commit to providing programming regarding bystander engagement.

- Project Leader: Titus and Loren
- Stakeholder Offices: OEPC, SAFE, SAEM
- Anticipated Project Completion: Spring 2025
- Priority Level: 1
- Status: Ongoing and progressing
- Notes/Solutions: The AVP of Title IX and DHR provided programming and bystander engagement content as part of the training and programming content set for AY 24-25 trainings and will continue to in future trainings. The campus will continue to evaluate opportunities to further incorporate bystander engagement into its programming based on established and emerging best practices.

Task 14: Participate in national conferences, listservs, networking events and other opportunities to coordinate with other professionals dedicated to prevention.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Completed
- Priority Level: 1
- Status: Completed July 2024
- Notes/Solutions: OEPC staff is engaged in ongoing professional development and trainings, and in contact with professional networks. The OEPC team is interested in any additional opportunities to engage with other Title IX and DHR professionals whether through conferences or events to further their networks and knowledge base.

Task 15: Engage students in the development and delivery of programming through peer educator/peer advocate programs; identify student leaders who can serve as ambassadors/promoters of this work.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Summer 2026
- Priority Level: 3
- Status: Beginning Fall 2025
- Notes/Solutions: The AVP for Title IX and DHR will develop a robust engagement plan in Fall 2025 to identify different ways to reach students.

Through this engagement, student partnerships can develop into opportunities for ambassadorship. An opportunity for collaboration may exist in the conflict resolution certificate program in the College of Liberal & Creative Arts.

Task 16: Develop consistent on-campus opportunities to be visible and present in the community.

- Project Leader: Titus
- Stakeholder Offices: OEPC
- Anticipated Project Completion: Fall 2024 and ongoing
- Priority Level: 1
- Status: Ongoing
- Notes/Solutions: The AVP for Title IX and DHR developed and implemented a robust campus engagement and listening tour during AY 24-25 that focused on opportunities to be on-campus and in person at campus functions and events to meet as many members of the campus community as possible to share information about Title IX and DHR programs at SF State. The AVP for Title IX and DHR also attended key shared governance meetings in Academic Senate, Staff Council, and Associated Students etc.

Responding to Other Conduct of Concern

The plan put forth by the Implementation Team addresses behavior that may not necessarily fall under the Nondiscrimination Policy, but could still disrupt the learning, working, or living environment and violate other University policies as outlined on the SF State Cozen O'Connor report pages 42-43. The initial phase entails creating a set of communal agreements that establishes expectations for how members of the SF State community should treat one another - as well as, the development of conflict resolution mechanisms, restorative approaches for remedial actions regarding culture and climate, targeted prevention and education programming, and ongoing management of issues of concern.

Task 1: In conjunction with the Chancellor's Office and CSU's Office of General Counsel, develop a written policy, document, or statement by senior leadership to establish expectations, guidelines, and/or definitions of conduct. The written framework should address unprofessional conduct, abusive conduct, microaggressions, acts of intolerance, and other disruptive behavior in the living, learning and working environment. 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.

- Project Leader: Moore and Titus
- Stakeholder Offices: Implementation Team and Cabinet
- Anticipated Project Completion: Summer 2025

- Priority Level: 2
- Status: Ongoing and progressing
- Notes/Solutions: The Implementation team spent Spring 2024 developing an understanding of the context and possible complications related to this task as voiced by constituents. The Implementation Team also spent Fall 2024 understanding current response protocols, resources, and options for the campus responding to other conduct of concern. The Implementation Team will continue to work with the Chancellor's Office to implement processes aligned with the Chancellor's Offices expectations for campus response to other conduct of concern.

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

- Project Leader: Moore and Titus (Implementation Team)
- Stakeholder Offices: all Cabinet
- Anticipated Project Completion: July 2025
- Priority Level: 3
- Status: Planning Stages for Fall 2025 implementation
- Notes/Solutions: The Implementation Team will take lead on helping create content that reinforces CSU values and expectations about respect, tolerance, and professionalism. Throughout AY 24-25, opportunities to reinforce these values were developed and implemented. Planning underway to implement new content/programming in Fall 2025.

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

- Project Leader: Moore and Titus (Implementation Team)
- Stakeholder Offices: Cabinet
- Anticipated Project Completion: Spring 2024
- Priority Level: 2
- Status: Completed Spring 2024
- Notes/Solutions: Static resource document that centralizes all on campus available resources and support for aforementioned competencies was introduced at Convocation August 2024. The Implementation team will continue to disseminate content and share resources throughout AY 24-25 and beyond.

Task 4: Strengthen traditional employee relations functions within human resources to assist in responding to concerns involving faculty and staff; Strengthen competencies of managers, supervisors, deans and department chairs by providing expanded training and professional development to meet the needs of assigned roles.

- Project Leader: Williams and Mandolfo
- Stakeholder Offices: HR
- Anticipated Project Completion: Fall 2025
- Priority Level: 3
- Status: Ongoing and progressing
- Notes/Solutions: HR is developing a more robust engagement protocol through the University strategic planning process and through office planning to enhance this function. Faculty Affairs and HR reviewed in Fall 2024 on how to institute this at the dean and department chair level.

Task 5: Consider the need for additional personnel, such as an ombudsperson or a conflict resolution professional, including those with expertise in restorative justice and mediation.

- Project Leader: President
- Stakeholder Offices: Ombuds
- Anticipated Project Completion: completed January 2024
- Priority Level: 1
- Status: Completed
- Notes/Solutions: SF State secured a new interim employee-focused Ombuds in January 2024 with shared duties in the Office of the President and University Enterprises (Advancement as of March 2024). Interim Ombuds was announced via campus wide email by the President in January 2024 and in all shared governance meetings, staff wide forums, and campus leadership forums. The Ombuds has made presentations in some cabinet areas and departments. The Ombuds is available to consult on all matters of concern or conflict among employees at SF State. The Ombuds can offer individual coaching on resolving a particular matter, mediation between individuals in a conflict, and neutral facilitation of a group working through challenging issues. The Ombuds became a non Interim role in June 2025.

Task 6: 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.

- Project Leader: Titus, Moore, Implementation Team
- Stakeholder Offices: OEPC, Dean of Students, Human Resources, Faculty Affairs, DECI, Communication Studies
- Anticipated Project Completion: January 2025
- Priority Level: 3
- Status: Completed and ongoing
- Notes/Solutions: In conjunction with the campus's Time, Place, & Manner efforts, content and training is already underway to better understand

constructive engagement on our campus. Programmatic opportunities and efforts are in the works in partnership with the Communications Department, where faculty are planning to conduct workshops on diffusing tension in politically charged conversations, how to engage in discourse, and modeling/roleplaying how to engage in difficult conversations.

Task 7: Communicate the new and available conflict resolution suite of resources through web content, annual training, and awareness campaigns.

- Project Leader: Reisweber and Albinak
- Stakeholder Offices: SAEM and Ombuds
- Anticipated Project Completion: August 2024 and ongoing
- Priority Level: 1
- Status: complete and ongoing
- Notes/Solutions: The Implementation Team developed a static asset with QR code for these resources and shared it at August 2024 convocation that allows for permanent presence with updated contact information. This suite of resources was shared throughout AY 24-25 during various campus trainings and engagements.

Task 8: Invest in education and training about conflict resolution.

- Project Leader: Implementation Team
- Stakeholder Offices: Cabinet, SAEM, OEPC, HR, Faculty Affairs
- Anticipated Project Completion: Fall 2025 and ongoing
- Priority Level: 3
- Status: Planning initiated
- Notes/Solutions: SF State has found creative and cost neutral ways to initially address this concern: from building innovative training from HR, supporting a revitalized and independent Ombuds office, to considering a suite of Dean of Students options. Faculty Affairs are in discussions on how to scale up a faculty and staff group of alternative conflict resolution teams and the College of Liberal & Creative Arts conflict resolution program is considering how to expand to peer mediation.

Task 9: Create a centralized reporting mechanism that includes the option for online and anonymous reporting.

- Project Leader: Titus and Smith
- Stakeholder Offices: Diversity and Inclusion; OEPC
- Anticipated Project Completion: Review completed Fall 2023 and ongoing
- Priority Level: 1
- Status: Complete and ongoing

- Notes/Solutions: SF State has a central, online, and anonymous reporting feature called Bias Incident Education Team. Future efforts may integrate Maxient style reporting for other conduct of concern as the campus becomes more familiar with the protocols.

Task 10: 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.

- Project Leader: Titus and Smith
- Stakeholder Offices: OEPC; DECI
- Anticipated Project Completion: Complete and ongoing
- Priority Level: 1
- Status: Complete and ongoing
- Notes/Solutions: Future efforts may integrate additional information as focus and feedback groups share ideas for increased visibility and clarity.

Task 11: Build a triage model/review process to ensure that all reports are assessed by Title IX and DHR professionals and evaluate potential avenues for resolution that include the following: identifying potential policy violation and investigative response, if any; referrals to the appropriate administrator/department to coordinate/lead the response; identifying reasonably available individual supportive measures, if any and identifying appropriate community remedies, if any.

- Project Leader: Titus and Moore
- Stakeholder Offices: OEPC, HR, Faculty Affairs, Dean of Students, UPD
- Anticipated Project Completion: September 2024
- Priority Level: 2
- Status: Completed
- Notes/Solutions: The AVP for Title IX and DHR convened these committees on a regular basis, comprised of partners in the stakeholder offices identified above, to review/triage incoming reports, coordinate referrals and supportive measures, and discuss potential resolutions or remedies throughout AY 24-25. This triage model/review will continue in the years to come.

Task 12: The reporting and resolution processes must ensure sufficient documentation system to track responsiveness, patterns and trends.

- Project Leader: Titus
- Stakeholder Offices: OEPC, HR, Faculty Affairs, Dean of Students, DECI, Ombuds
- Anticipated Project Completion: Fall 2025
- Priority Level: 1
- Status: Progressing nearing completion
- Notes/Solutions: The stakeholder offices outlined above are actively in conversations to identify an effective tracking system for other conduct of concern cases so we can enhance responsiveness and monitor patterns and trends to provide support, resources, and education to the campus community related to other conduct of concern. Maxient is likely to be utilized for this task.

Task 13: 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.

- Project Leader: Titus
- Stakeholder Offices: OEPC, HR, Faculty Affairs, Dean of Students, DECI, Ombuds
- Anticipated Project Completion: Summer 2026
- Priority Level: 1
- Status: Ongoing and progressing
- Notes/Solutions: The stakeholder offices outlined above are actively in conversations to identify an effective tracking system for other conduct of concern cases. Maxient is likely to be utilized for this task given Maxient's ability to track trends and develop reports that can be utilized by these stakeholder offices to take remedial actions related to culture and climate, implement targeted prevention and education programming, and address ongoing issues of concern.