

SONOMA 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 | March 2024

Updated - June 2025

TABLE OF CONTENTS

	Page Number
Introduction	1
Implementation Team	1
University Demographics and Population	2
Plan Summary	3
Infrastructure and Resources	6
Strengthening Internal Protocols	9
Communications	16
Prevention, Education, Professional Development, Training, and Awareness	20
Responding to Other Conduct of Concern	26

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 and 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.

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

IMPLEMENTATION TEAM

To facilitate the implementation of recommendations, Sonoma State formed the below Implementation Team to serve as an advisory, communications, and working group. Pursuant to guidance from the Chancellor's Office, our Implementation Team includes the Title IX Coordinator and DHR Administrator as subject matter experts; representative members of staff, faculty, and student leadership, to provide community perspective and have visibility into progress on the recommendations; and a member of senior leadership, who can assist with securing resources, removing operational roadblocks, and aligning institutional priorities.

The current members of the Sonoma State Implementation Team include:

- Associate Vice President, Title IX Coordinator/DHR Administrator– Julie Vivas, J.D. (chair)
- Vice President, Student Affairs – Gerald Jones, J.D.
- Director of Employee & Labor Relations – Erin Taylor, M.B.A.
- Associated Students (AS) President – Student Representative(s) - Vanessa Sanchez
- Associate Vice President, Faculty Affairs and Success and Chief Research Officer– Diane Guido, Ph.D., MBA
- Department Chair & Professor, Kinesiology – Lauren Morimoto, Ph.D.
- Senior Credentials & Student Services Coordinator – Maricela Ibarra Aceves, M.A.

UNIVERSITY DEMOGRAPHICS AND POPULATION

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

CALIFORNIA STATE UNIVERSITY, SONOMA		
Location Information		
Location: Rohnert Park, CA (pop. 44,326) ¹	County: Sonoma County (pop. 482,650) ²	Locale Classification: Large Suburb ³
University Information		
President: Emily Cutrer, Ph.D., (July 2024-Present) Nathan Evans, Ph.D., (May 2024-July 2024) Ming-Tung “Mike” Lee, Ph.D., (August 2022-April 2024) Judy K. Sakaki, Ph.D. (July 2016-July 2022)		
Designations: Hispanic Serving Institution (HSI) ⁴		
Enrollment		
Total Number of Students ⁵	6,649	
Student Ethnicity ⁶		
White	42%	
Hispanic/Latino	40%	
Asian	5%	
Two or More Races	5%	
Race and Ethnicity Unknown	4%	
Black/African American	3%	
International Student	1%	
Native Hawaiian/Other Pacific Islander	<1%	
American Indian/Alaska Native	<1%	
Instructional Faculty ⁷		
Total Number of Faculty	480	

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

² United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/sonomacountycalifornia/PST045221>, population estimate as of July 1, 2023.

³ Defined as a territory outside a Principal City and inside an Urbanized Area with a population of 250,000 or more. See National Center for Education Statistics, <https://nces.ed.gov/programs/edge/Geographic/LocaleBoundaries> and <https://nces.ed.gov/surveys/annualreports/topical-studies/locale/definitions>.

⁴ HSIs are defined under the Higher Education Act as colleges or universities where at least 25% of the undergraduate, full-time enrollment is Hispanic; and at least half of the university's degree-seeking students must be low-income. See <https://www2.ed.gov/about/offices/list/ope/itudes/eligibility.html>

⁵ California State University Enrollment Data, Fall 2023, Cal State Sonoma: 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.

⁶ *Id.* This data includes students at the undergraduate, graduate, and post-baccalaureate levels.

⁷ California State University, CSU Faculty, Fall 2023. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-faculty>, except where noted otherwise.

Tenure-Track	46.7%
Lecturer	53.3%
Percent Full-Time ⁸	49.51%
Percent Part-Time	50.49%
Staff⁹	
Total Number of Staff	630
Percent Full-Time	96.51%
Percent Part-Time	3.49%

⁸

⁹ 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.

PLAN SUMMARY

The Cozen O'Connor recommendations for Sonoma 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).

Strengthening Internal Office for the Prevention of Harassment & Discrimination (OPHD) Processes - Formal Multidisciplinary Teams (MDT): Creation of a formal multidisciplinary team(s) to discuss all incoming student, staff, and/or faculty reports.

- Project Leader: OPHD
- Stakeholder Offices: OPHD, Faculty Affairs, Human Resources, Student Conduct
- Anticipated Project Completion: Spring 2025
- Status: Completed
- Notes/Solutions: The former structure for reviewing incoming reports includes various biweekly meetings between OPHD/Conduct, OPHD/Human Resources (HR), OPHD/Faculty Affairs, and OPHD/Provost/Vice President of Student Affairs (VPSA)/ Institutional Equity and Belonging. OPHD convened a planning meeting with campus partners to discuss the MDT concept and adjustment to current meeting structures. The MDT created a process document and began meeting in the Spring 2025 semester.

Strengthening Internal OPHD Processes - Conduct Internal Mapping Exercise.

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: Spring 2024 and Ongoing
- Status: Initially Completed - Will continue to reassess with new Policy/Guidance
- Notes/Solutions: OPHD conducted an internal and comprehensive mapping exercise of their internal processes to identify efficiencies and inefficiencies, prioritizing timeliness and effective communication during Spring 2024. OPHD will revisit this mapping exercise in light of any CSU Nondiscrimination Policy amendments or updates to ensure congruence of OPHD processes with the policy requirements. With the March 2025 revision of the policy and procedures, the staff in OPHD has reviewed and revised the case process manual, templates, and website.

Strengthening Internal OPHD Processes - Respondent Services: Identify a dedicated resource to address the unique needs of respondents in the grievance process.

- Project Leader: OPHD
- Stakeholder Offices: OPHD - Student Affairs, Associated Students, Human Resources, Faculty Affairs
- Anticipated Project Completion: Fall 2025
- Status: In progress

- Notes/Solutions: OPHD has developed training materials for respondent service provider(s) and is actively recruiting for a position within Restorative Practices to address the needs of respondents. It is anticipated that this position will be filled by the Fall 2025 semester.

Awareness and Visibility of OPHD - Community Awareness/Website.

- Project Leader: OPHD
- Stakeholder Offices: OPHD/Strategic Communications
- Anticipated Project Completion: AY 2024-2025
- Status: Completed
- Notes/Solutions: OPHD has taken steps to increase the community awareness and visibility of OPHD and its website. Strategic Communications worked with OPHD on a communication and branding plan, which included a revision of the website in Fall of 2024, an awareness campaign, social media presence, and overall messaging. The Implementation Team has provided valuable feedback on the Communication Plan. During 2023-2024, OPHD provided Sexual Misconduct resource sheets for all residence hall suites, participated in over 30 tabling events, met with representative groups, created educational social media campaigns, and facilitated educational programming at orientation, in classes, and to various student groups. For the 2024-2025 year, OPHD participated in over 25 tabling events and facilitated over 75 educational programs and meetings. With the March 2025 revision of the policy and procedures, the staff in OPHD has reviewed and revised the case process manual, templates, and website.

Awareness and Visibility of OPHD - Campaign: Launch of an awareness campaign to educate the university about OPHD, its purpose and function, and resources available through OPHD.

- Project Leader: OPHD
- Stakeholder Offices: OPHD/Strategic Communications
- Anticipated Project Completion: AY 2024-2025
- Status: Initial project completed, but this is an ongoing project each year that will need to be continued
- Notes/Solutions: See above for information about the intentional awareness campaign and engagement activities relating to these topics.

Awareness and Visibility of OPHD - Structure: Increase staff to fill necessary positions to support necessary intake, support, and investigative functions.

- Stakeholder Offices: OPHD
- Anticipated Project Completion: Fall 2024
- Status: Completed
- Notes/Solutions: OPHD is reviewing and revising position descriptions for the current staffing plan and will propose enhancements to the current structure/positions. Position enhancements will look at roles, responsibilities, deputy coordinator duties, and how each position best serves the campus community. In response to the recommendations, OPHD has already created a new Prevention Coordinator, who will be integral in helping to address the prevention and education recommendations in the report. In addition, OPHD filled the open Senior Investigator position at the time of the initial assessment. OPHD recognizes the high turnover in these positions nationwide

and will continue to fill positions with highly qualified individuals when needed, and develop robust training materials for incoming staff.

Prevention and Education - Formal Program.

- Project Leader: OPHD
- Stakeholder Offices: SMART (Sexual Misconduct and Assault Resource Team) Committee, Student Affairs, Learning and Development, Academic Affairs
- Anticipated Project Completion: AY 2024-2025
- Status: Partially completed
- Notes/Solutions: OPHD has created a Peer Ambassador/Education program to allow for peer-to-peer education and engagement, including development of curriculum/based education programs and recruiting, onboarding, and training five Peer Ambassadors. To build the remainder of the formal prevention and education program, the campus has created the Prevention and Education Coordinator position. This position has been re-hired and the Coordinator will begin in July 2025. The Coordinator will work with students to develop a strategic plan for education and programming to address issues related to discrimination and harassment, including sexual and gender-based harassment and violence.

Responding to Other Conduct of Concern: Develop a Formal Process.

- Project Leader: OPHD, Faculty Affairs and Employee Relations
- Stakeholder Offices: OPHD, Faculty Affairs, Human Resources, Student Conduct
- Anticipated Project Completion: AY 2023/2024 - 2024/2025
- Status: Completed
- Notes/Solutions: While awaiting the formal process from the Chancellor's Office, the campus created a referral process between OPHD and campus partners. OPHD is tracking all referrals, and the campus partners are informing OPHD when those issues have been addressed. To further enhance this effort, OPHD and key campus partners are refining the process for creating warm handoffs during the referral process. OPHD has developed a process to communicate to reporting parties as a part of the intake and outreach procedures. Faculty Affairs and Employee Relations have reviewed and implemented the guidance from the Chancellor's Office regarding Other Conduct of Concern.

Responding to Other Conduct of Concern (OCC): Develop a robust suite of conflict resolution and employee relations options to address OCC.

- Project Leader: OPHD, Faculty Affairs and Employee Relations
- Stakeholder Offices: Academic Affairs, Human Resources, OPHD, Student Affairs, etc.
- Anticipated Project Completion: AY 2024-2025 & Ongoing
- Status: Partially complete and Ongoing
- Notes/Solutions: To address these areas, the campus has created a part-time Ombuds position and is finalizing the hiring for the Manager for the Center for Restorative Practices. The campus held a Restorative Practices Retreat in the Spring of 2024, with participation from faculty, staff, and students. In addition, a number of faculty and staff members attended the Difficult Dialogues Facilitator training provided by the Chancellor's Office and CSU East Bay during the Fall 2024 semester. Chancellor's Office funds will be used to enhance this area including staffing for the Center, training for conflict resolution facilitators, communication skills education, and support for

coaching of managers. Due to budget cuts, the Ombuds position has been suspended for the 2025-2026 academic year

INFRASTRUCTURE AND RESOURCES

The Infrastructure and Resources Subcommittee plan aims to strengthen our Title IX/DHR program by strategically addressing key recommendations outlined on pages 36-37 of the Sonoma State Cozen O'Connor report. This phased approach centers on budget allocation to sustain current initiatives and bolster ongoing efforts. With a focus on personnel, infrastructure, records management, general oversight of Title IX/DHR activities, and continuous training for campus leadership and Title IX professionals, this plan endeavors to create a robust and comprehensive framework to ensure the well-being of our campus community.

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

- Project Leader: CSU
- Stakeholder Offices: CSU, OPHD
- Anticipated Project Completion: Ongoing
- Status: Ongoing
- Notes/Solutions: Sonoma State has been able to make significant progress on implementing recommendations while awaiting suggestions and directions from the Chancellor's Office. Sonoma State's plan has been reviewed and approved by the Chancellor, as well as the Systemwide Civil Rights office. Sonoma State will continue to work with the systemwide office to keep them informed of progress.

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

- Project Leader: CSU
- Stakeholder Offices: CSU - OPHD, Student Affairs, Budget
- Anticipated Project Completion: Confirmed to wait for further Chancellor's Office guidance.
- Status:
- Notes/Solutions: HOLD - Awaiting ChanceTBA - Pending additional guidance from the Chancellor's Office. The Chancellor's Office planned directions from the Chancellor's Office.

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

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: Spring 2024 and Ongoing
- Status: Initially Completed - Reopened and In Progress due to new Policy/Guidance
- Notes/Solutions: OPHD conducted an internal and comprehensive mapping exercise of their internal processes to identify efficiencies and inefficiencies, prioritizing timeliness and effective communication during Spring 2024. OPHD will revisit this mapping exercise in light of any CSU Nondiscrimination Policy amendments or updates to ensure congruence of OPHD processes with the policy requirements. With the March 2025 revision of the policy and procedures, the staff in OPHD has reviewed and revised the case process manual, templates, and website.

Task 3.1. Move expeditiously to fill the two vacancies within OPHD (Senior Investigator & Training Specialist, and Senior Prevention, Education, & Compliance Coordinator) as soon as possible.

- Project Leader: OPHD
- Stakeholder Offices: OPHD/HR
- Anticipated Project Completion: ASAP
- Status: Completed
- Notes/Solutions: Both positions were filled during the 2023-2024 academic year.

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.

- Project Leader: CSU
- Stakeholder Offices: OPHD, Budget
- Anticipated Project Completion: pending additional guidance from the Chancellor's Office.
- Status: TBA – Pending additional guidance from the Chancellor's Office.
- Notes/Solutions: HOLD - Pending additional guidance from the Chancellor's Office.

Task 5. Work with the Chancellor's Office to implement an enterprise-level case management system and develop protocols for consistent collection and retention of data.

- Project Leader: OPHD
- Stakeholder Offices: CSU, Information Technology (IT), Student Affairs, Faculty Affairs, Human Resources, OPHD, Office of General Counsel (OGC)
- Anticipated Project Completion: July 2026
- Status: TBA - Pending further information from the Chancellor's Office.
- Notes/Solutions: Sonoma State has expended resources and already converted the university's case management data to Maxient. This system allows for communication between stakeholder departments, case management tracking, reporting by the campus community, and records retention. Any movement from this system will create an extraordinarily huge workload for multiple campus departments, as well as require new processes to be developed. Sonoma State has the capacity with Maxient to pull any data requested by the Chancellor's Office. The University has shared its positive experiences with the current case management system with the Chancellor's Office.

Task 6. Ensure an adequate supervisory model that includes a routine cadence of supervisory meetings, guidance about how to ensure effective oversight and accountability measures, an appropriate level of detail for review, development, integration and tracking of decision-making frameworks, and balancing implementers' independence and autonomy with the need to identify and elevate critical issues and concerns about safety/risk.

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: Weekly case management staff meetings, as well as supervisory meetings are held between the AVP and each OPHD staff member. The AVP reviews all documents and decisions at key junctures in the process to ensure effective oversight and accountability. The AVP also has frequent meetings with their supervisor, as well as with the University Counsel, the Civil Rights Attorneys, and the regional Systemwide Director.

Task 7. Commit to the consistent investment in professional development and continuous learning for Title IX and DHR professionals and senior leaders who oversee the Title IX/DHR program (CLEs, conferences, system training, etc.).

- Project Leader: OPHD
- Stakeholder Offices: OPHD, CoS
- Anticipated Project Completion: Spring 2024
- Status: Ongoing
- Notes/Solutions: The annual budget for professional development shall be reviewed during the budget cycle. This budget has been subsidized with some of the centralized funds from the Chancellor's Office Cozen funding. OPHD staff has participated in all CSU Civil Rights Trainings and Conferences during the 2024-2025 year.

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

- Project Leader: OPHD
- Stakeholder Offices: OPHD - Student Affairs, Associated Students, Human Resources, Faculty Affairs
- Anticipated Project Completion: Fall 2025
- Status: In progress
- Notes/Solutions: OPHD has developed training materials for respondent service provider(s) and is actively recruiting for a position within Restorative Practices to address the needs of respondents. It is anticipated that this position will be filled by the Fall 2025 semester.

STRENGTHENING INTERNAL PROTOCOLS

The goal of the Strengthening Internal Protocols Subcommittee is to promote accountability and strengthen Sonoma State's internal protocols within the Title IX/DHR program by focusing on related recommendations in the campus report. The work of this subcommittee focuses on the life

span of a Title IX/DHR report, from intake to resolution, as well as other key recommendations, such as separating advocacy functions from investigations, strengthening campus collaboration through a multidisciplinary team model, and developing tools and written processes for effective case management.

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

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

1.1.1. Compare the current process against standard practices and identify any concerns related to timeliness, conflicts, gaps in communication, or gaps in consistent process.

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

- Project Leader: OPHD
- Stakeholder Offices: CSU, OPHD, Academic Personnel, Human Resources
- Anticipated Project Completion: TBA
- Status: TBA - Pending further guidance from the Chancellor's Office
- Notes/Solutions: On hold pending further guidance from the Chancellor's Office

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

1.2.1. Develop internal protocols and written tools (e.g., templates and checklists) for intake and outreach, oversight of supportive measures, and decision-making regarding emergency removal or administrative leave.

1.2.2. Seek to hold an intake meeting with all individuals who make a report of conduct that would potentially violate the Nondiscrimination Policy.

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

1.2.4. Develop or update protocols for information sharing to ensure that the Title IX/DHR Office can fulfill its responsibility of documenting all supportive measures offered, requested, implemented, and if denied, the reasons for the denial.

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

1.2.6. Establish standardized protocols for outreach to complainants that involve multiple modalities, systems to document outreach and a protocol for how and when to make

additional outreach in cases with non-responsive complainants, including the potential for outreach through a third party or a responsible employee.

- Project Leader: OPHD
- Stakeholder Offices: CSU/OPHD/CA
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: The protocols and procedure document has been reviewed and updated. Intake and outreach letters have been modified. The oversight of supportive measures has been transferred to the Intake Manager's responsibilities, and OPHD is working with the campus to communicate where and how to obtain supportive measures through tabling events, programs, and meetings with various stakeholder groups on campus. Intake meetings are offered to all individuals who report or are identified as potentially being impacted by the Nondiscrimination policy. There are procedures in place to have the Confidential Advocate present at any intake meeting with the permission of the potential complainant. Processes have been developed for tracking supportive measures through Maxient, a feedback loop with those who make third party reports, including responsible employees (who are required to report knowledge of potential violations of the CSU Nondiscrimination Policy), outreach, and case closure. During the Spring and Summer of 2025, OPHD is working with campus partners to ensure that all confidential reporters are provided with Rights and Options documents and information related to supportive measures.

Task 1.3. Develop integrated, written processes for initial assessment designed to evaluate known facts and circumstances, assess and implement supportive measures, facilitate compliance with Title IX and Clery responsibilities, and identify the appropriate institutional response after triaging the available and relevant information; as part of the initial assessment, the Title IX Coordinator/DHR Administrator should:

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

1.3.2. Assess the nature and circumstances of the report to determine whether the reported conduct raises a potential policy violation and the appropriate manner of resolution under the Nondiscrimination Policy.

1.3.3. Assess the nature and circumstances of the report, including whether it provides the names and/or any other information that identifies the complainant, the respondent, any witness and/or any other individual with knowledge of the reported incident.

1.3.4. Provide the complainant with both oral and written information about on- and off-campus resources (including confidential resources), supportive measures, the right to contact (or decline to contact) law enforcement or seek a civil protection order, the right to seek medical treatment, the importance of preservation of evidence, the right to be accompanied at any meeting by an advisor of choice, and an explanation of the procedural options available.

1.3.5. 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.

1.3.6. Assess the available information for any pattern of conduct by respondent.

1.3.7. Discuss the complainant's expressed preference for manner of resolution and any barriers to proceeding (e.g., confidentiality concerns).

1.3.8. Explain the policy prohibiting retaliation and how to report acts of retaliation.

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

1.3.10. Evaluate other external reporting requirements under federal or state law or memoranda of understanding.

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

1.3.12. 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.

1.3.13. 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.

- Project Leader: OPHD
- Stakeholder Offices: OPHD, Intake Manager, Clery Committee
- Anticipated Project Completion: Fall 2023
- Status: Completed
- Notes/Solutions: Protocols for each of these recommendations are in place with the case management processing manual. Items related to the Clery Act and timely warnings are reviewed with the Clery Compliance Committee. During the Spring and Summer of 2025, OPHD is working with campus partners to ensure that all confidential reporters are provided with Rights and Options documents and information related to supportive measures.

Task 1.4. Separate support/advocacy functions from investigation to avoid role confusion and ensure clear demarcation between the individuals who provide supportive measures to a complainant, respondent or other individual in need of assistance, and the investigator.

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: The Intake and Investigations Manager provides this service. As a contingency, the Title IX Coordinator or Deputy Title IX Coordinator can fulfill the initial intake function and

assign the investigation to the Senior Investigator. Messaging regarding supportive measures has been worked on with campus and a process for students to receive Supportive Measures through OPHD has been clearly delineated from the Confidential Advocate. The work of and services provided by the Confidential Victim Advocate are delineated from OPHD in practice and explanation to individuals who interact with these functions. During the Spring and Summer of 2025, OPHD is working with campus partners to ensure that all confidential reporters are provided with Rights and Options documents and information related to supportive measures.

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

- 1.5.1. The Title IX Coordinator/DHR Administrator, in conjunction with the Chancellor's Office, should identify essential university partners to serve on the MDT and set standards for meeting goals and sharing real time information. MDT members may include representatives from Student Affairs/Student Conduct, Faculty/Academic Affairs, Human Resources, UPD, Title IX Coordinator, DHR Administrator, Clery Coordinator, and University Counsel.**
- 1.5.2. The MDT should meet regularly and at a minimum, weekly, to review all new reports.**
- 1.5.3. The MDT should ensure that all known and available information about the parties and the reported incident is shared with Title IX/DHR to inform Title IX/DHR's initial assessment and any steps it determines to take in response (including information maintained outside of Title IX/DHR's recordkeeping systems and information that may only be known to another unit or individual).**
- 1.5.4. 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.**
- 1.5.5. 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.**
- 1.5.6. 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.**
- 1.5.7. 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.

1.5.8. 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.

- Project Leader: OPHD
- Stakeholder Offices: OPHD, Faculty Affairs, Human Resources, Student Conduct
- Anticipated Project Completion: Spring 2025
- Status: Completed
- Notes/Solutions: The former structure for reviewing incoming reports includes various biweekly meetings between OPHD/Conduct, OPHD/Human Resources (HR), OPHD/Faculty Affairs, and OPHD/Provost/Vice President of Student Affairs (VPSA)/ Institutional Equity and Belonging. OPHD convened a planning meeting with campus partners to discuss the MDT concept and adjustment to current meeting structures. The MDT created a process document and began meeting in the Spring 2025 semester.

Task 1.6. Develop tools for consistent, informed, effective documentation and case management:

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

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

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

1.6.4. Develop periodic reviews for quality assurance.

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: AY 2023-2024
- Status: In progress
- Notes/Solutions: OPHD has achieved the items outlined in the recommendations, however, the Chancellor's Office projects in this area will factor into our completion of this effort, including the transition to a Systemwide case management system.

Task 1.7. Oversee investigations for quality and consistency of prompt and equitable processes:

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

1.7.2. Develop quality control processes for monitoring active investigations for thoroughness and timeliness and ensure timely communications to parties throughout the

investigative process (e.g., calendar internal 30-day, 60-day and 90-day alerts to prompt the investigator or case manager to make outreach to the parties).

1.7.3. 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).

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: Fall 2023
- Status: Completed
- Notes/Solutions: OPHD protocols and processes have been updated in line with these specific recommendations, and we are in the process of documenting those protocols and procedures. OPHD has weekly case review meetings and bi-weekly meetings with the Systemwide Civil Rights staff and Campus Counsel to review status, concerns, and issues.

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

- Project Leader: SMART/Title IX Presidential Advisory Committee
- Stakeholder Offices: Campus
- Anticipated Project Completion: Ongoing
- Status: Ongoing
- Notes/Solutions: The Title IX PAC and the SMART will continue to review climate surveys, gather feedback from stakeholder groups, and provide recommendations to leadership.

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

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: AY 2023-3024
- Status: Completed
- Notes/Solutions: OPHD has revised reporting forms and templates to reflect inclusive language and support services. OPHD is using new templates from the Chancellor's Office that reflect the new Policy.

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

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

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

- Project Leader: OPHD

- Stakeholder Offices: OPHD, Faculty Affairs (FA), Human Resources, Student Conduct
- Anticipated Project Completion: AY 2025-2026
- Status: In progress
- Notes/Solutions: To implement these recommendations, the University intends to convene a working group with HR, Faculty Affairs, and Student Conduct to 1) ensure all necessary processes and protocols have been created and implemented; 2) streamline and ensure efficiency of these processes; 3) ensure appropriate engagement in the disciplinary processes. Currently, OPHD tracks the matters referred and works directly with HR, FA, and Conduct to close out the case files.

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

- Project Leader: SMART Assessment Committee
- Stakeholder Offices: OPHD
- Anticipated Project Completion: AY 2025-2026
- Status: Not started
- Notes/Solutions: The SMART has three subcommittees, including an Assessment Committee, which helps develop tools to collect data. The SMART Assessment committee will be charged with creating a feedback/data process.

Task 6. Collaborate with systemwide subject matter experts for guidance on potential issues attendant to Confidential Advocates serving as advisors.

- Project Leader: Student Affairs
- Stakeholder Offices: Student Affairs, OPHD
- Anticipated Project Completion: Fall 2023
- Status: Completed
- Notes/Solutions: This recommendation has been addressed by the Vice President for Student Affairs with a new Confidential Advocate being onboarded in the Fall of 2023 and supervision of this position. Clear expectations have been discussed and established with the new Confidential Advocate to ensure open lines of communication and appropriate feedback loops as part of the university's commitment to a cohesive overall institutional response.

Task 7. Establish the expectation that any concerns observed by a Confidential Advocate be addressed directly with responsible administrators and systemwide subject matter experts to facilitate collaborative efforts to improve the overall institutional response.

- Project Leader: Student Affairs
- Stakeholder Offices: Student Affairs, OPHD
- Anticipated Project Completion: Fall 2023
- Status: Completed
- Notes/Solutions: This recommendation has been addressed by the Vice President for Student Affairs with a new Confidential Advocate being onboarded in the Fall of 2023. Clear expectations have been discussed and established with the new Confidential Advocate to ensure open lines of communication and appropriate feedback loops as part of the University's commitment to a cohesive overall institutional response.

COMMUNICATIONS

The goal of the Communications Subcommittee is to support the campus community's immediate and ongoing needs as it relates to Title IX, DHR, and OPHD 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 Sonoma State, as well as the progress of the Implementation Team as the University works to meet the recommendations of the Cozen O'Connor report.

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

1.1. Dissemination of the Notice of Non-Discrimination.

1.2. Dissemination of the Nondiscrimination Policy.

1.3. Information about reporting and resources.

- Project Leader: OPHD
- Stakeholder Offices: OPHD/Strategic Communications
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: Electronic dissemination of the CSU Nondiscrimination Policy and Notice of Non-Discrimination occurs each semester, as well as inclusion in the catalog, at Orientation, and through annual training provided to students and employees. OPHD is working, as noted above, with Strategic Communications to develop enhanced information about reporting and resources.

Task 2. Develop an intentional marketing campaign to raise awareness and help educate the university community about the role of OPHD, available resources, and resolution options, in order to enhance visibility and counter some of the negative community perceptions precipitated by recent incidents, as well as historical instability in OPHD's leadership:

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

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

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

- Project Leader: OPHD
- Stakeholder Offices: OPHD, Strategic Communications, Confidential Advocate, Ombuds
- Anticipated Project Completion: AY 2023-2024/AY 2024-2025

- Status: Completed
- Notes/Solutions: OPHD has taken steps to increase the community awareness and visibility of OPHD and its website. Strategic Communications assisted OPHD on a communication and branding plan, which includes a revision of the website in Spring 2024, an awareness campaign, social media presence, and messaging. Ongoing messaging will be conducted including annual follow-up meetings with campus communities, trainings, events, and communications.

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

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

3.2. Update and enhance OPHD's website and ensure that it generally 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, and prevention and education programming. As described in this report, opportunities for enhancement include, but are not limited to:

3.2.1. Regularly update all webpages, especially the Our Staff webpage to ensure that it reflects the current composition of the Office at all times.

3.2.2. Include information about the availability of supportive measures, regardless of whether a potential complainant wishes to pursue a resolution, and examples of potential supportive measures. The current What We Do webpage does not explicitly describe the availability of supportive measures.

3.2.3. Include a broader Notice of Nondiscrimination on the basis of protected statuses other than sex/gender.

3.2.4. Include CSU-provided resources found on other universities' Title IX websites, such as information relating to: Rights and Options; and Myths and Facts About Sexual Misconduct.

3.2.5. Include information about the Title IX/DHR resolution process, including general information about what available resolution mechanisms would entail (e.g., a step-by-step guide, flowchart, etc. for the formal resolution process).

3.2.6. Enhance the What is Title IX? webpage. In its current form, it contains Title IX's statutory text and nothing else that would explain the practical applications of the law and its implementing regulations.

- Project Leader: OPHD

- Stakeholder Offices: OPHD/Strategic Communications
- Anticipated Project Completion: AY 2024-2025 - AY 2025-2026
- Status: In progress
- Notes/Solutions: OPHD has taken steps to increase the community awareness and visibility of OPHD and its website, inducing over 74 different meetings or educational events in the 2023-2024 academic year. Strategic Communications worked with OPHD on a communication and branding plan, which includes a revision of the website 2024- 2025, an awareness campaign, social media presence, and messaging. For the 2024-2025 year, OPHD participated in over 25 tabling events and facilitated over 75 educational programs and meetings. OPHD is working on the creation of new flow charts and informational materials to succinctly explain options and resources.

Task 3.3. Gather, evaluate, and update all existing informational materials, web resources, posters/flyers, social media information, and other public-facing communications about the Title IX/DHR program to ensure that those materials:

3.3.1. 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.

3.3.2. 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.

3.4. Use standardized email addresses and/or materials that are able to be updated quickly (e.g., use of QR codes that point to dynamic web pages that can be updated; using, for example, "Title IX@[name of university].edu," so that print materials do not become outdated if there is a personnel change, etc.).

- Project Leader: OPHD
- Stakeholder Offices: OPHD, Strategic Communications, Confidential Advocate, University Policy Department (UPD)
- Anticipated Project Completion: AY 2023-2024
- Status: Completed and ongoing annually
- Notes/Solutions: OPHD has taken steps to increase the community awareness and visibility of OPHD and its website. Strategic Communications is working with OPHD on a communication and branding plan, which includes a revision of the website in Spring 2024, an awareness campaign, social media presence, and messaging. This project has included review of existing informational materials, web resources, posters/flyers, social media information, and other public-facing communications about the Title IX/DHR program. OPHD has standardized departmental email addresses, including ophd@sonoma.edu, prevention@sonoma.edu, and title@sonoma.edu.

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

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: AY 2024-2025

- Status: Completed
- Notes/Solutions: The Chancellor's Office has created a new reporting structure and the campus has submitted the data for annual reports. OPHD is participating in these processes and providing annual report data on the website.

Task 5. 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: OPHD/Office of the President
- Stakeholder Offices: Campus
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: The Title IX Presidential Advisory Council was established in Fall 2022 and includes a variety of stakeholders and representatives of faculty, staff, and students on campus.

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

- Project Leader: OPHD, SMART Outreach and Education
- Stakeholder Offices: OPHD, Student Engagement, REACH, Associated Students (AS), Enrollment Management, Faculty Affairs, Learning and Development, Orientation, Athletics, SMART Outreach and Education Committee, Student Health Ambassadors, Counseling and Psychological Services (CAPS) Student Interns, Clubs and Organizations
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: OPHD already collaborates with student involvement to participate in tabling at various events. OPHD has shifted 90% of all trainings to in-person, with attendance at over 75 trainings/meetings and tabling events during the 2023-2024 academic year. OPHD will continue to explore and identify additional opportunities for engagement.

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 42-44 of the Sonoma State Cozen O'Connor report. Collaborating with students, staff, and faculty, this plan seeks to develop an evidence-based educational peer to peer programming approach on affirmative consent, bystander intervention, healthy relationships, substance-related education, and the importance of Title IX/DHR proactive supportive measures. The strategy integrates ongoing assessment mechanisms to adapt to

evolving campus dynamics and uphold compliance with the Violence Against Women Act (VAWA) provisions of the Clery Act. This plan emphasizes a dedication to sustained prevention and education programming, training, and professional development and seeks to cultivate a campus culture characterized by legal adherence and a culture of respect.

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

- Project Leader: OPHD - Prevention
- Stakeholder Offices: CSU
- Anticipated Project Completion: Pending Chancellor's Office guidance.
- Status: In progress - Pending Chancellor's Office guidance.
- Notes/Solutions: The current process for the legally required training for staff and faculty is administered through the CSU's online learning management system CSULearn. Students are provided with training from an online vendor, funded by OPHD. The Chancellor's Office is considering switching to United Educators instead of campuses using vendors. A price from the Chancellor's Office necessary to ensure that the budget aligns with the current vendor. In addition, under VAWA, additional training is mandated for Athletes, Greek Life, and Resident Advisors (RAs). Funding is being used to revive the peer education program, which began in Fall 2024.

Task 2. Proactively coordinate with system-level subject matter experts to assist with education, training, materials and communications related to complex and difficult issues facing all CSU institutions.

- Project Leader: OPHD - Prevention
- Stakeholder Offices: CSU
- Anticipated Project Completion: Waiting for Chancellor's Office Update
- Status: In progress - Waiting for Chancellor's Office update
- Notes/Solutions: While awaiting information from the system, Sonoma State is currently working with two grants and has created educational plans, materials, and programs. The new Prevention Coordinator will be working with the SMART Outreach and Education committee to adopt a strategic plan related to the complex issues the system and our campus are facing.

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:

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

- Fiscal Component: Yes
- Project Leader: OPHD - Prevention
- Stakeholder Offices: OPHD
- Anticipated Project Completion: Completed
- Status: Completed

- Notes/Solutions: The Title Position developed, and the new Coordinator is beginning on July 1, 2025.

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

4.1. The Committee should include all departments who provide training, prevention and education, including, at a minimum, representatives from the Title IX/DHR program, the confidential advocate, student affairs, student health, counseling, UPD, athletics, fraternity and sorority life, residential life, human resources and employee labor relations, academic/faculty affairs, DEI professionals, identity-based affinity centers, university subject-matter experts, and staff, faculty, and student representatives.

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

4.3. The Committee should be charged with reviewing prevention program content, evaluating proposed programming or speakers, ensuring that prevention-related communications are reaching all constituents, and developing and implementing a mechanism for assessing effectiveness including by monitoring participation levels and measuring learning outcomes.

- Project Leader: SMART
- Stakeholder Offices: OPHD, SMART
- Anticipated Project Completion: Fall 2025
- Status: In progress
- Notes/Solutions: SMART Outreach and Education Committee is already in place and is working on a review of prevention programs and the development of a 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:

5.1. Constituent groups subject to required training should include students (undergraduate and graduate); targeted student populations (athletes, fraternity and sorority life, residential students, residence life student staff, international students, student leaders); senior leadership; faculty (deans, department chairs, leads, lecturers); staff (managers, supervisors); and campus partners who assist in the implementation of Title IX/DHR.

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

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

5.4. Develop core principles and standards for content development.

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.

- Project Leader: OPHD - Prevention
- Stakeholder Offices: OPHD, SMART
- Anticipated Project Completion: Fall 2025
- Status: In progress
- Notes/Solutions: SMART Outreach and Education Committee is already in place and is working on a review of prevention programs and the development of a strategic plan.

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

- Project Leader: OPHD
- Stakeholder Offices: OPHD, Implementation Team
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: OPHD completes this requirement each semester.

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

- Project Leader: OPHD - Prevention
- Stakeholder Offices: OPHD, SMART
- Anticipated Project Completion: AY 23-24
- Status: Completed
- Notes/Solutions: OPHD tracks all programs. OPHD and SMART are working on communication of programming.

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: OPHD - Prevention
- Stakeholder Offices: OPHD, Strategic Communications
- Anticipated Project Completion: AY 2023-2024
- Status: Complete and ongoing
- Notes/Solutions: As part of the website project, OPHD has created a prevention programming page. The new Prevention Coordinator will work on enhancing the information for the website and a process for updates.

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

- Project Leader: OPHD - Prevention
- Stakeholder Offices: Prevention Coordinator, Student Ambassadors
- Anticipated Project Completion: AY 2023-2024
- Status: Completed and On-Going
- Notes/Solutions: The student ambassadors are creating educational campaigns on Instagram. Continued revisions to the OPHD Website and refresh of social media presence through SSU Prevent Harm - <https://www.instagram.com/ssupreventharm/> - will occur annually.

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:

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.

- Project Leader: OPHD, Restorative Practices
- Stakeholder Offices: OPHD, HR, Center for Restorative Practices, PAC, Academic Affairs, Ombuds
- Anticipated Project Completion: AY 2023-2024, 2024-2025, AY 2025-2026
- Status: In progress
- Notes/Solutions: OPHD has created in-person training for supervisors, which includes information about all aspects of the Nondiscrimination Policy including prohibited consensual relations, to supplement the CSU Learn program and has met with campus leadership. Further collaboration and trainings will be identified and developed with the stakeholder offices.

Task 11. Create routine training, education, and professional development opportunities to cultivate competencies in navigating difficult conversations, bridging differences, and modeling respect and civility.

- Project Leader: OPHD, Restorative Practices
- Stakeholder Offices: OPHD, Center for Restorative Practices, PAC, Academic Affairs/Ombuds/Student Affairs
- Anticipated Project Completion: AY 2025-2026
- Status: In progress
- Notes/Solutions: The Center for Restorative Practices will create training and educational opportunities for all campus members to help with navigating difficult conversations, bridging differences, and modeling respect and civility. A retreat was held in April of 2024 for students, staff, and faculty. During the Fall 2024 semester, 14 faculty and staff members participated in the Difficult Dialogues Facilitator training program. Further trainings are in the process of being planned through the onboarding of the new Restorative Practices office.

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

- Project Leader: Academic Affairs
- Stakeholder Offices: Academic Affairs, Faculty
- Anticipated Project Completion: Ongoing
- Status: In Progress
- Notes/Solutions: The Prevention team has recruited faculty members to start to engage in the planning process, with the goal of infusing more educational opportunities into the classroom. The Peer Ambassadors and OPHD offer a "do not cancel class" option to faculty, in which OPHD offers to come in and present to the classes when faculty are not available. Long term, the Prevention team is looking for faculty partners to identify potential curricular opportunities.

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

- Project Leader: Center for Teaching & Educational Technology (CTET)
- Stakeholder Offices: Academic Affairs, Academic Senate
- Anticipated Project Completion: N/A
- Status: Completed
- Notes/Solutions: In Spring 2023, Title IX PAC provided to CTET sample language for faculty to include in their syllabi. This language included information about the Nondiscrimination Policy, reporting options, and confidential resources.

Task 14. Commit to providing programming regarding bystander engagement.

- Project Leader: OPHD - Prevention
- Stakeholder Offices: OPHD, SMART
- Anticipated Project Completion: N/A
- Status: Completed
- Notes/Solutions: Bystander education is provided by the Student Ambassadors and OPHD.

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

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: N/A
- Status: Completed
- Notes/Solutions: This practice is already in place. The OPHD Team regularly participates in DHR, Title IX, Clery, Diversity trainings individually and as a Team in addition to CSU Systemwide trainings.

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

- Project Leader: OPHD - Prevention
- Stakeholder Offices: OPHD, SMART
- Anticipated Project Completion: AY 2023-2024
- Status: Completed and Ongoing
- Notes/Solutions: Student Ambassador program has started, curriculum has been developed, and presentations have begun. Funding from the Chancellor's Office has been dedicated to this endeavor.

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

- Project Leader: OPHD - Prevention
- Stakeholder Offices: OPHD, Student Affairs, AS
- Anticipated Project Completion: On going
- Status: On going
- Notes/Solutions: See above. In addition to the Student ambassadors, OPHD will continue to partner with AS to ask them to help identify student leaders to promote the peer education programs.

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

- Project Leader: OPHD - Prevention
- Stakeholder Offices: OPHD, Student Engagement
- Anticipated Project Completion: N/A
- Status: Completed
- Notes/Solutions: Within the strategic plan, OPHD and student ambassadors are visible through tabling events, programming, social media campaigns, and through the strategic communication plan.

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 Sonoma State Cozen O'Connor report pages 44-46. The initial phase entails creating a set of communal agreements that establishes expectations for how members of the Sonoma State community should treat one another. Additionally, the development of conflict resolution mechanisms, restorative approaches for remedial actions regarding culture and climate, targeted prevention and education programming, and ongoing management of issues of concern.

Task 1. In conjunction with the Chancellor's Office and CSU's Office of General Counsel, develop a written policy, document, or statement by senior leadership to establish expectations, guidelines, and/or definitions of conduct:

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.

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.

- Project Leader: N/A
- Stakeholder Offices: CSU, Faculty Affairs, Human Resources, Cabinet
- Anticipated Project Completion: Fall 2024
- Status: Completed
- Notes/Solutions: The CSU has provided a systemwide Time, Place and Manner Policy, which the campus has implemented, distributed and created our campus addendum.

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

- Project Leader: OPHD
- Stakeholder Offices: All
- Anticipated Project Completion: Completed
- Status: This has already occurred in a campus wide email sent by the President, Provost's Convocation Opening message, etc.
- Notes/Solutions: As noted in the communication plan, these values should and will continue to be included in training and campus communications.

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

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

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.

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.

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.

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

3.6. Invest in education and training about conflict resolution.

- Project Leader: OPHD, Ombuds, Center for Restorative Practices
- Stakeholder Offices: Academic Affairs, Human Resources, Student Affairs, OPHD
- Anticipated Project Completion: AY 2023-2024/2024-2025
- Status: Completed and ongoing
- Notes/Solutions: To address these areas, the campus has created a part-time Ombuds and is finalizing the proposal for the Center for Restorative Practices. OPHD has worked with Employee Relations to provide training for Managers. Additional resources are being dedicated to assist in this work include funding for the staffing for the Center, trainings, and coaching.

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

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.

- Project Leader: OPHD
- Stakeholder Offices: OPHD, Faculty Affairs, Employee Relations, Student Conduct
- Anticipated Project Completion: Spring 2024
- Status: Completed
- Notes/Solutions: OPHD has an online reporting system through Maxient for Discrimination, Harassment, and Sexual Misconduct complaints. Student Conduct and the CARE team also utilize this system, and the CARE team has an online reporting option. This system could be expanded to other types of complaints that would fall within the Other Conduct of Concern area. The implementation team will convene a subcommittee to consider options and plans as it relates to expanding the reporting process. As the Chancellor's Office has indicated that the system as a whole will be moving to a unified case management system, the subgroup should be cognizant of the impact that a systemwide change would have while creating the plan to address this issue.

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

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

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

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

5.4. Identify appropriate community remedies, if any.

- Project Leader: OPHD
- Stakeholder Offices: OPHD, Faculty Affairs, Employee Relations, Student Conduct
- Anticipated Project Completion: Completed
- Status: Completed

- Notes/Solutions: OPHD already has this process in place. We are currently documenting our general approach as triaging is handled slightly differently depending on the elements and fact patterns of the case. OPHD will modify the triage model as it concludes the mapping process and MDT planning process in Spring 2024.

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

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: OPHD utilizes the Maxient case management system and has existing procedures in place to track responsiveness, patterns and trends. We will be reviewing this process as new legislation, requests for information from the Chancellor's Office, and new policies will impact the execution of this process.

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.

- Project Leader: OPHD
- Stakeholder Offices: OPHD
- Anticipated Project Completion: Completed
- Status: Completed
- Notes/Solutions: OPHD already has this process in place annually.