



# IMPLEMENTATION PLAN

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



**UPDATE FOR FIRST SEMESTER 2025**

**PREPARED BY**

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

## IMPLEMENTATION TEAM

To facilitate the implementation of recommendations, San José 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 Interim Associate Vice President (AVP) for Title IX and Equal Opportunity (the campus's Title IX Coordinator and DHR Administrator) as a subject matter expert; representative members of staff, faculty, and student leadership, to provide community perspective and have visibility into progress on the recommendations; and, a member of senior leadership, who can assist with securing resources, removing operational roadblocks, and aligning institutional priorities.

The members of the San Jose State Implementation Team included:

- Interim AVP for Title IX and Equal Opportunity – Peter Lim (Chair)
- Senior Director of Employee and Labor Relations – Julie Paisant
- Academic Senate Chair and Professor of Political Science – Dr. Karthika Sasikumar
- Associate Resource Analyst, Lucas College and Graduate School of Business - Angee Ortega
- Class of 2024, President, CSU Student Association – Dominic Treseler
- Class of 2025, President and CEO at Associated Students – Sarab Multani
- Interim Chief of Staff – Shawn Whalen
- Civil Rights Investigator – Mary Keating

## UNIVERSITY DEMOGRAPHICS AND POPULATION

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

CALIFORNIA STATE UNIVERSITY, SAN JOSE		
Location Information		
<b>Location:</b> San José, CA (pop. 983,489) <sup>i</sup>	<b>County:</b> Santa Clara County (pop. 1,870,945) <sup>ii</sup>	<b>Locale Classification:</b> Large City <sup>iii</sup>
University Information		
Presidents (during the course of the assessment): Mary A. Papazian, Ph.D. (Jul. 2016 – Dec. 2021) Stephen Perez, Ph.D. (Dec. 2021 – Jan. 2023) Cynthia Teniente-Matson, Ph.D. (Jan. 2023 – present)		
<b>Designations:</b> Hispanic Serving Institution (HSI) <sup>iv</sup> Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) <sup>v</sup>		
Enrollment		
Total Number of Students <sup>vi</sup>	35,719	
Student Ethnicity <sup>vii</sup>		
Asian	34%	
Hispanic/Latino	28%	
White	17%	
International Student	9%	
Two or More Races	5%	
Race and Ethnicity Unknown	4%	
Black / African American	3%	
Native Hawaiian / Other Pacific Islander	<1%	
American Indian / Alaskan Native	<1%	
Instructional Faculty <sup>viii</sup>		
Total Number of Faculty	2050	
Tenure-Track	36%	
Lecturer	64%	
Percent Full-Time <sup>ix</sup>	46%	
Percent Part-Time	54%	
Staff <sup>x</sup>		
Total Number of Staff	1460	
Percent Full-Time	98%	
Percent Part-Time	2%	

## PLAN SUMMARY

The Cozen O'Connor recommendations for San José 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).

## 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 39 of the San José 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: Campus Implementation Team (CIT) Chair Peter Lim; Chancellor's Office
- Stakeholder Offices: Remaining members of the CIT
- Anticipated Project Completion: February 9, 2024
- Priority Level: The ability to achieve this item depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Ongoing
- Notes/Solutions: San José State has empaneled its CIT, which includes a diverse set of campus constituents, to implement the three recommendations received from Cozen O'Connor. Those recommendations are listed and addressed below.

1. Recommendation 1: Combine or realign San José State's Title IX and DHR programs to increase resource-sharing (completed).

On July 1, 2024, the University consolidated its Title IX and DHR programs by creating the Office for Title IX and Equal Opportunity. This new office establishes one place for all reports of discrimination and harassment, including sex-based harassment, sexual misconduct, dating and domestic violence, stalking and related retaliation.

2. Recommendation 2: Build a formal prevention and education program, including a dedicated Prevention Coordinator and a Prevention and Education Oversight Committee (hold).

The University has an established Prevention Committee, which has been in operation since AY 2021-2022. The Prevention Committee includes representation from the Office for Title IX and Equal Opportunity, the Gender Equity and PRIDE Center, Student Conduct and



Ethical Development, Student Involvement, the Wellness Center, and the Campus Survivor Advocate. The Prevention Committee meets twice a month to develop new educational programs and events to help prevent the occurrence of sexual misconduct, as well as other forms of interpersonal violence. The University will continue to promote the Prevention Committee and its work. When budget permits, the University will conduct a needs-based evaluation and determine whether to add a dedicated Prevention Coordinator to the existing Prevention Committee.

3. Recommendation 3: Work closely with the Chancellor's Office and CSU's Office of General Counsel to develop a formal process to address reports of conduct that are not reported to have been on the basis of protected status or are found not to rise to the policy thresholds for discrimination or harassment (in progress).

The University has worked closely with the Chancellor's Office and CSU's Office of General Counsel, and is grateful for this collaborative working relationship. The University looks forward to a systemwide policy on Other Conduct of Concern from the Chancellor's Office.

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

- Project Leader: Shawn Whalen, Office of the President
- Stakeholder Offices: Remaining CIT members; Vice President for Administration and Finance
- Anticipated Project Completion: March 15, 2024
- Priority Level: Moderate; action plan in early stages
- Status: Completed

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

- Project Leader: Peter Lim
- Stakeholder Offices: Remaining CIT members, Campus Survivor Advocate, Respondent Consultants, current Office for Title IX and Equal Opportunity staff
- Anticipated Project Completion: June 30, 2024
- Priority Level: Moderate; action plan in early stages
- Status: Completed
- Notes/Solutions: Current members of the Office for Title IX and Equal Opportunity include Peter Lim - Interim AVP for Title IX and Equal Opportunity; Kelsie Cleveland - Deputy Title IX and Equal Opportunity Coordinator; Melissa Retana - Administrative Coordinator; Andrew Nguyen - Research and Project Manager; Mary Keating - Civil Rights Investigator; and Alfredo Coria - Civil Rights Investigator.

- UPDATE, May 30, 2025:
  - As of January 6, 2025, Mary Keating became the permanent Associate Vice President, replacing long-time interim AVP Peter Lim. Peter remained as a resource for the office, including conducting an investigation, during the spring semester.
  - With the cessation of the Department of Justice Resolution Agreement, we reworked the Project Manager's position description to rebalance training and data analysis responsibilities. The hiring process seems close to a successful conclusion.
  - We hired another Civil Rights Investigator, who has quickly adapted to the office's needs and become familiar with the Nondiscrimination Policy and our intake procedures. We have one remaining opening for an investigator that we anticipate filling by mid-July.

**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: Shawn Whalen, Office of the President; Chancellor's Office
- Stakeholder Offices: Remaining CIT members, Vice President for Administration and Finance
- Anticipated Project Completion: N/A
- Priority Level: The ability to achieve this item depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Hold
- Notes/Solutions: San José State looks forward to the benchmarking and recommendations issued by the Chancellor's Office.

**Task 5. Consolidate the Title IX/DHR program into one centralized office.**

- Project Leader: Peter Lim
  - Stakeholder Offices: Remaining CIT members, Office of the President
  - Project Completion: July 1, 2024
  - Priority Level: High
  - Status: Completed
- Notes/Solutions: San Jose State consolidated its Title IX and DHR programs into a centralized and combined office on July 1, 2024.

**Task 6. 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: Peter Lim; Chancellor's Office
- Stakeholder Offices: The Office for Title IX and Equal Opportunity, Chancellor's Office
- Anticipated Project Completion: July 2026
- Priority Level: The ability to achieve this item depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Hold, with established interim practices and protocols
- Notes/Solutions: The University is prepared to utilize any enterprise-level/systemwide case management system developed by the Chancellor's Office.

In the meantime, San José State's Office for Title IX and Equal Opportunity utilizes an online case management system where it securely maintains all case records. Every staff member in the Title

IX and Equal Opportunity Office is well-versed in this case management system, and all members follow the same documentation protocol to ensure the consistent collection and retention of data. Over the past two years, San José State has taken significant steps to customize its current case management system to meet the needs of the Title IX and Equal Opportunity Office. These new customizations were made to further refine and improve documentation and recordkeeping practices.

**Task 7. Ensure an adequate supervisory model that includes a routine cadence of supervisory meetings, guidance about how to ensure effective oversight and accountability measures, an appropriate 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: Peter Lim, Chancellor's Office
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: The ability to achieve this item depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Ongoing
- Notes/Solutions: San José State has worked closely with the Chancellor's Office to further improve its Title IX and DHR response protocols. In AY 2024-2025, the Chancellor's Office created a regional Oversight Team to help improve the quality of its work. Representatives from the Office for Title IX and Equal Opportunity regularly meet with the Oversight Team to review new reports and discuss potential next steps. This collaborative working relationship has improved the work of the Office for Title IX and Equal Opportunity.

San José State also maintains a multi-disciplinary team model which has ensured that all relevant campus constituents are sharing information as appropriate. Additionally, the AVP for Title IX and Equal Opportunity meets regularly with University Counsel and with the President's Chief of Staff to elevate critical issues and concerns about safety or risks to the campus community. The Title IX and Equal Opportunity Office has developed and uses decision-making templates and worksheets to ensure consistency across cases and to facilitate the creation and maintenance of thorough real-time documentation.

**Task 8. Commit to the consistent investment in professional development and continuous learning for Title IX and DHR professionals and senior leaders who oversee the Title IX/DHR program (CLEs, conferences, system training, etc.).**

- Project Leader: Peter Lim
- Stakeholder Offices: The Office of the President and the Title IX and Equal Opportunity Office
- Anticipated Project Completion: Ongoing
- Priority Level: Immediate; action being taken now
- Status: In progress
- Notes/Solutions: San José State prioritizes training and other professional development opportunities for its Title IX and Equal Opportunity staff. The University regularly sends this team to national conferences to ensure they remain abreast of current events in Title IX and other state and federal nondiscrimination laws.



San Jose State anticipates that such training will cost approximately \$25,000 per year for all Title IX and DHR staff and senior leaders who oversee those functions at the University.

**Task 9. Identify a sustainable model to continue to provide respondent support services, including evaluating the need for additional respondent support personnel.**

- Project Leader: Peter Lim; Julie Paisant, University Personnel; Respondent Consultants
- Stakeholder Offices: Remaining CIT members; Chancellor's Office
- Anticipated Project Completion: June 30, 2024
- Priority Level: Item has already been completed at San Jose State
- Status: Ongoing (see Notes/Solutions)
- Notes/Solutions: San Jose State has two part-time Respondent Consultants and a full complement of web resources dedicated to individuals accused of misconduct. While these resources have proven invaluable, San Jose State plans to explore the need for one or more full-time Respondent Consultants. San Jose State will evaluate this need based upon feedback about the current model and levels of anticipated service based on reporting levels and numbers of investigations and resolutions. Currently, San Jose State estimates that a full-time Respondent Consultant would cost approximately \$150,000 (inclusive of salary and benefits).
- UPDATE: San Jose State brought on two additional volunteer Respondent Consultants to offer to all respondents in an investigation. Having seen that staff or faculty respondents routinely provide their own consultants, often union representatives, we have determined that four Respondent Consultants suffice for our student Respondent population.

## STRENGTHENING INTERNAL PROTOCOLS

The goal of the Strengthening Internal Protocols Subcommittee is to promote accountability and strengthen San Jose 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 Regional Director, Systemwide Title IX/Civil Rights Division, and subject matter experts.**

- Project Leader: Campus Implementation Team (CIT) Co-Chairs Peter Lim and Karthika Sasikumar; Chancellor's Office
- Stakeholder Offices: Remaining members of the CIT
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: This process is actively underway and will be ongoing.
- Notes/Solutions: San José State's implementation team met throughout fall 2023 and worked with Chancellor's Office Liaison Laura Anson to map different ways she could assist the campus with its Title IX and DHR programs.

In the fall of 2024, the Chancellor's Office appointed Alex Pursley, Associate Director for Systemwide Title IX, and Sophia Khan, Civil Rights Attorney, (the Chancellor's Office's Oversight Team) to assist the campus with its Title IX and DHR programs. The AVP for Title IX and Equal Opportunity meets with these two subject matter experts twice a month to discuss patterns, trends, and case developments, and frequently consults with them about emerging case-related issues.

San José State looks forward to continuing to partner with the Chancellor's Office on this work.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Title IX and DHR staff
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Item was completed in fall 2022.
- Notes/Solutions: The Office for Title IX and Equal Opportunity at San Jose State has mapped its case resolution process from intake through final determination and has taken steps to reduce delays in each stage of the resolution process. This process resulted in a [dashboard](#) that is publicly available and used to track resolution pathways and timeframes.

**Task 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Assessing the timeliness of investigations will always be ongoing, as the campus is always seeking to improve this metric
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The campus has seen great improvement in this area and will continue to explore ways to further improve timeliness.
  - From 9/21/2021 to 12/31/2021, the average number of working days to issue a preliminary investigation report was 165, and the average number of working days to issue a final investigation report was 184.
  - From 7/1/2022 to 12/31/2022, the average number of working days to issue a preliminary investigation report was 84 days, and the average number of working days to issue a final investigation report was 126 days. San Jose State saw an average decrease by 81 and 58 days, respectively.

The Office for Title IX and Equal Opportunity sends updates to both parties every 30 days. This update often includes a flowchart/graphic depicting the current and next steps in the resolution process.

The AVP for Title and Equal Opportunity also makes every effort to identify potential conflicts of interest or bias prior to commencing every investigation.

**Task 1.1.2. Identify, map, and reconcile intersections with faculty/staff grievance and disciplinary process.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity and University Personnel
- Anticipated Project Completion: Started in Spring 2022 and is ongoing.
- Priority Level: High
- Status: Ongoing

The AVP for Title IX and Equal Opportunity meets with the Senior AVP for University Personnel twice a year to discuss new developments in the Nondiscrimination Policy and faculty/staff grievance processes. The purpose of these meeting is to help ensure that both departments – University Personnel and the Office for Title IX and Equal Opportunity – are aware of new developments in these areas.

Additionally, the AVP for Title IX and Equal Opportunity meets with the Senior AVP for University Personnel or their designee every other week to discuss active cases that involve a faculty or staff respondent. These bimonthly meetings help ensure seamless coordination where there is an intersection between the Nondiscrimination Policy and its Procedures and a faculty grievance/staff disciplinary process.

UPDATE:

- We have frequently set up meetings on an as-needed basis in addition to the biweekly Multidisciplinary team meetings with the AVP for Employee Labor Relations & Compliance, and the Director for Academic Employee Relations (who, because of a vacancy, also oversees staff relations). We collaborate on responses to other conduct of concern, and decide whether an employee-Respondent should be placed on administrative leave.

**Task 1.2. Develop and/or ensure adequacy of intake, outreach, and case management protocols for supportive measures and resources.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed in Spring 2022.
- Priority Level: High
- Status: Completed in Fall 2024.
- Notes/Solutions: In Spring 2022, the University formalized written protocols for intake, outreach, case processing, and the provision of supportive measures. In Fall 2024, the University revisited and made adjustments to these protocols to ensure they were aligned with the expanded scope of the newly consolidated Office for Title IX and Equal Opportunity, which oversees the Title IX and DHR programs.

**Task 1.2.1. Update 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, as needed.**

- Project Leader: **Peter Lim**
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed in Spring 2022.
- Priority Level: Item has already been completed at San Jose State
- Status: Item has already been completed at San Jose State  
Notes/Solutions: All checklists, templates, and other written tools were developed in Spring 2022, and updated in AY 2023-2024 and again after consolidation of the two offices in AY 2024-2025.

UPDATE:

We are using Maxient tools strategically to track the provision of supportive measures, the implementation of No-Contact Directives, and other variables that we report on in our efforts to increase transparency to the campus community.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: Item has already been completed at San Jose State
- Status: Ongoing  
Notes/Solutions: The Title IX and Equal Opportunity Office makes a concerted effort to hold an intake meeting with every complainant. To that end, Deputy Title IX and Equal Opportunity Coordinator will send the complainant three communications if the complainant does not respond to the first or second attempt. To ensure that a member of the Title IX and Equal Opportunity Office is always available for an intake meeting, and to ensure meetings occur at a time that is most convenient for the complainant, the Title IX and Equal Opportunity Office developed an overview of the San Jose State Title IX Intake and Initial Assessment Process. According to those protocols, if a complainant requests a meeting, the complainant will receive a calendar link that allows them to schedule an intake meeting with the first available staff member.

UPDATE:

- We have successfully deployed the use of an app called calendly to offer intake meetings to reporting or affected parties, who can use a link to find the most convenient time to meet by zoom or in person with a staff member without the necessity of multiple emails negotiating free times.

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

- Project Leader: **Peter Lim**
- Stakeholder Offices: Office for Title IX and Equal Opportunity and the Confidential Survivor Advocate
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed in Spring 2022.
- Notes/Solutions: The Title IX and Equal Opportunity Office has a strong, collaborative relationship with the Campus Survivor Advocate, which also respects the confidential nature of the Campus

Survivor Advocate's services. Information about the Campus Survivor Advocate is included in the Title IX and Equal Opportunity Office's initial outreach letters if the reported conduct involves sexual harassment, dating violence, domestic violence, sexual assault, or stalking. Additionally, every individual who meets with the Title IX & EO Office is encouraged to connect with the advocate. Finally, the Title IX & EO Office follows up every intake meeting with an email reminding them of the advocate.

**Task 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.**

- Project Leader: Peter Lim and Deputy Coordinator Kelsie Cleveland
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The assigned staff member will assist the complainant with any requested supportive measures. If there are immediate concerns, the staff member will identify and implement supportive measures. If requested, the AVP for Title IX and Equal Opportunity will assist in communicating with the appropriate administrators/campus partners for supportive measures. The assigned staff member will document all communications regarding supportive measures in the case management system, Maxient.

**Task 1.2.5. Ensure the consistent use of a feedback loop to acknowledge responsible employee reports and confirm receipt of the report and next steps.**

- Project Leader: Peter Lim and Kelsie Cleveland
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed in Spring 2022.
- Notes/Solutions: The Title IX & EO Office sends a confirmation of receipt to every individual who makes a third party report, including those employees with a duty to report under the Nondiscrimination Policy (known as "responsible employees"). In that confirmation, the Title IX & EO Office informs the reporting party that, due to privacy considerations, it may be limited in the information it shares moving forward. This email communication is sent as a courtesy, uses the subject line "Gratitude from The Title IX & EO Office" to express thanks for the individual's care and fulfillment of reporting obligations, and is designed to avoid any adverse inference that may be drawn from a lack of information/updates that are provided to the reporting party.

**Task 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: Peter Lim and Kelsie Cleveland
- Stakeholder Offices: Office for Title IX and Equal Opportunity

- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed in Spring 2022.
- Notes/Solutions: The Deputy Coordinator or other staff member will send a Complainant an initial outreach email containing a link to the [resource brochure](#), rights and reporting options handout, and the CSU Nondiscrimination Policy. If the Complainant has not already participated in an Intake Meeting, the email includes an invitation to schedule an Intake Meeting.

All outreach and communications with the complainant are preserved in the Maxient case file by the Title IX & EO staff member who sent or received the communication.

The Deputy Coordinator or other staff member will monitor for a response from the complainant. If the complainant does not respond within one week, the Intake Coordinator or other staff member will follow up. If the complainant does not respond to the follow-up, the Deputy Coordinator will send a "Final Outreach Letter" via Maxient or email. The Deputy Coordinator utilizes all known contact information such as personal email.

**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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, University Police, and the Clery Act Compliance Coordinator
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed in August 2024.
- Notes/Solutions: The Title IX & EO Office has developed written protocols for its intake and initial assessment processes. The written protocols standardized the intake and initial assessment process to ensure the Title IX Office consistently and holistically assessed all new reports, identified potential patterns and trends, and documented critical decisions and communications. It has also developed separate protocols for information sharing between the Office for Title IX & EO, University Police, and the Clery Coordinator.

**Task 1.3.1. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should take steps to respond to any immediate health or safety concerns raised by the report.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, the Behavioral Intervention Team, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The first step in processing new reports includes a threshold assessment of jurisdiction and safety and, potentially, a preliminary inquiry (i.e., gathering necessary information for a threshold safety assessment), in the event additional details are needed. If a report raises



immediate concerns about the physical health and safety of the complainant or anyone else, the Intake Coordinator or other staff member will promptly contact the Title IX Coordinator to convene appropriate administrators. San Jose State has developed an "Emergency Removal Assessment" checklist for guidance in assessing whether emergency removal may be appropriate.

**Task 1.3.2. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Deputy Coordinator or staff member who received and processed the report, in consultation with the AVP for Title IX and Equal Opportunity, reviews the reported conduct for jurisdiction, safety concerns, and whether an initial inquiry or preliminary investigation is needed.

**Task 1.3.3. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should 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.**

- Project Leader: Peter Lim and Kelsie Cleveland
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Intake Coordinator or other staff members will create a case in Maxient and upload a PDF of any information known or reported at this stage. The Intake Coordinator or other staff member will add the names of the complainant, respondent, and any witnesses identified in the report. The case will be categorized in Maxient for tracking purposes and will include all applicable charges. The Intake Coordinator or AVP for Title IX and Equal Opportunity are available for consultation on how to classify a report.

**Task 1.3.4. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should 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.**

- Project Leader: Deputy Coordinator Kelsie Cleveland
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing

- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Information about resources, supportive measures, rights and reporting options, are included in the Title IX & EO Office's initial outreach letter to every complainant, are discussed during intake meetings, and are shared again in the follow-up after intake meeting email.

**Task 1.3.5. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, University Police, and the Clery Act Compliance Coordinator
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: In August 2024, the University developed written protocols for information sharing between the Office for Title IX & EO, University Police, and the Clery Coordinator.

**Task 1.3.6. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should assess the available information for any pattern of conduct by respondent.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, University Personnel, and Student Conduct and Ethical Development
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: San Jose State holds bi-monthly meetings with the Title IX & EO Office's Multidisciplinary Team, which includes the entire Title IX & EO team, a representative from University Personnel (HR), and the Director of Student Conduct. The Deputy Coordinator or assigned staff member will present relevant information about the case to the members of the multidisciplinary team for the sole purpose of obtaining all known disciplinary history on the respondent.

**Task 1.3.7. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should discuss the complainant's expressed preference for manner of resolution and any barriers to proceeding (e.g., confidentiality concerns).**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The complainant's options are explained and discussed during the intake meeting, and this information is provided in the follow-up email. Whoever conducts the intake will explore

with the complainant any questions or concerns they may have, including in relation to any barriers to their proceeding with a Title IX & EO Office process. If the complainant requests a formal or informal resolution during the intake meeting, the assigned staff member will promptly alert the AVP for Title IX and Equal Opportunity for next steps.

**Task 1.3.8. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should explain the policy prohibiting retaliation and how to report acts of retaliation.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The university's prohibition against retaliation and how to report concerns about retaliation are explained in the Title IX & EO Office's initial outreach letter and reiterated during every intake meeting.

**Task 1.3.9. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should determine the age of the complainant, and if the complainant is a minor, make the appropriate report of suspected abuse consistent with state law.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, University Police
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Where a report involves suspected or potential abuse of a minor, the Office for Title IX & EO promptly shares the report with University Police.

**Task 1.3.10. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should evaluate other external reporting requirements under federal or state law or memoranda of understanding.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The University's Office for Title IX & EO makes every effort to comply with other legally mandated reporting requirements and continues to remain abreast of changes to these requirements to help ensure it remains in compliance with these obligations. Various reporting requirements are charted on pages 13-19 of this [resource guide](#) by the Title IX & EO Office.

**Task 1.3.11. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should develop, and follow, a comprehensive written checklist/form to ensure that all required actions are taken under state and federal law.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, University Police
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Checklist continues to be utilized.
- Notes/Solutions: This checklist was developed in Spring 2023, and it is followed by every member of the Title IX & EO Office.

**Task 1.3.12. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: San Jose State has developed a template guide to address this issue. The assigned staff member will discuss the case during the Bimonthly Multidisciplinary Team Meeting. In consultation with the AVP for Title IX and Equal Opportunity, the assigned staff member will determine and document the decision as to whether the Title IX Coordinator should file a formal complaint in the absence of a complainant's participation. Request for informal resolution is assessed on a case-by-case basis.

**Task 1.3.13. As part of the initial assessment, the Title IX Coordinator/DHR Administrator should 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: Peter Lim
  - Stakeholder Offices: Office for Title IX and Equal Opportunity
  - Anticipated Project Completion: Completed
  - Priority Level: Item has already been completed at San Jose State
  - Status: Completed
- Notes/Solutions: After every intake meeting the Title IX Office sends a follow-up email to the complainant (and respondent, if applicable) stating the Complainant's expressed preference on next steps, supportive measures, and any other details discussed during the intake meeting.

**Task 1.4. For all cases, whether related to Title IX or DHR, 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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity

- Anticipated Project Completion: Completed
- Priority Level: High
- Status: Completed
- Notes/Solutions: Every staff member, including the Investigators, are available to conduct intake meetings and arrange/provide supportive measures. Should a matter proceed to investigation, the investigation will be assigned to an Investigator who did not handle the intake/supportive measure process.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Formed in Spring 2023.
- Priority Level: Item has already been completed at San Jose State
- Status: Ongoing
- Notes/Solutions: The Multidisciplinary Team Meetings are held to acquire additional information from campus partners to inform decisions on next steps in relation to a report made to the Title IX & EO Office. The Deputy Coordinator or assigned staff member will present relevant information about the case to the members of the Multidisciplinary Team to gather all available information to determine appropriate next steps, including whether the Title IX Coordinator should initiate an investigation on behalf of a complainant, and to obtain all known disciplinary history on the respondent. Information is only shared on a need-to-know basis. The team includes the Title IX & EO staff, University Personnel, and Student Conduct and Ethical Development.

**Task 1.5.1. The Title IX Coordinator/DHR Administrator, in conjunction with the Chancellor's Office, should ensure the current model has identified the right university partners to serve on the MDT and to update standards for meeting goals and sharing real time information.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Finalized in Spring 2024.
- Priority Level: Item has already been completed at San Jose State
- Status: Ongoing
- Notes/Solutions: The composition of the MDT was narrowed in the Spring of 2024. Now, the MDT only includes the Title IX & EO Office staff, a UP representative, and a Student Conduct representative.

**Task 1.5.2. The MDT should meet regularly and at a minimum, weekly, to review all new reports.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State

- Status: Ongoing
- Notes/Solutions: The meetings occur bi-monthly; however, to ensure responsiveness according to need, the team will meet between the scheduled meetings if a new report requires immediate discussion due to the severity of the reported conduct or a recognized repeat offender.

**Task 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).**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Ongoing
- Priority Level: Item has already been completed at San Jose State
- Status: Ongoing
- Notes/Solutions: The Multidisciplinary Team Meetings are held to acquire additional information from campus partners to inform decisions on next steps. The Deputy Coordinator or assigned staff member will present relevant information about the case to the members of the Multidisciplinary Team to gather all available information about the Respondent to determine appropriate next steps, including whether the Title IX Coordinator should initiate an investigation on behalf of a complainant, and to obtain all known disciplinary history on the respondent. The team includes University Personnel, SCED, and all Title IX & EO staff. The results are recorded in the Maxient file.

**Task 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.**

- Project Leader: Peter Lim
  - Stakeholder Offices: Office for Title IX and Equal Opportunity
  - Anticipated Project Completion: Completed
  - Priority Level: Item has already been completed at San Jose State
  - Status: Ongoing
- Notes/Solutions: The Title IX & EO Office shares the parties' names, ID numbers, and information about the reported conduct during the meeting. To protect the privacy of reports received by the Title IX & EO Office, this information is not shared with the MDT in advance of the meeting. The stakeholders query their systems during the meeting.

**Task 1.5.5. The Title IX Coordinator/DHR Administrator should ensure that the MDT is trained to treat information confidentially, with sensitivity, and consistent with state and federal privacy laws.**

- Project Leader: Peter Lim



- Stakeholder Offices: Office for Title IX and Equal Opportunity, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: All members of the MDT have been briefed on the importance of maintaining the confidentiality of information they receive during the MDT meetings.

**Task 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Completed
- Priority Level: Ongoing
- Status: Ongoing
- Notes/Solutions: The Multidisciplinary Team Meetings are held to acquire additional information from campus partners to inform decisions on next steps. The Deputy Coordinator or assigned staff member will present relevant information about the case to the members of the Multidisciplinary Team to gather all available information to determine appropriate next steps, including whether with respect to emergency removal, administrative leave, the reasonable availability of supportive measures, and questions about the scope of the university's education program or activity, whether the AVP for Title IX and Equal Opportunity should initiate an investigation on behalf of a complainant, and to obtain all known disciplinary history on the respondent. The team includes University Personnel, SCED, and all Title IX & EO staff.

To ensure responsiveness according to need, the team will meet between the scheduled meetings if a new report requires immediate discussion due to the severity of the reported conduct or a recognized repeat offender.

**Task 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Ongoing
- Priority Level: Item has already been completed at San Jose State
- Status: Ongoing
- Notes/Solutions: Information obtained from the MDT is recorded in the Notes section of Maxient. Every Title IX & EO staff member that takes any action in relation to a report is responsible for documenting important steps, decisions and communications from receipt of the initial report to

the initiation of an investigation. That information includes the assessment notes/rationale for the Title IX & EO Office's response (including any information obtained via the MDT); all meeting notes; supportive Measures/services emails and conversations; communications between the Title IX & EO Office, the complainant, and other involved parties; all documentation provided by the Parties; and related communication between the Title IX & EO Office and campus partners.

**Task 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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity, Student Conduct and Ethical Development, and University Personnel
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: All members of the MDT received training from the Title IX & Office on these issues in Spring 2023. Additionally, the MDT meetings themselves present natural opportunities for continued development of knowledge.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: Every Title IX & EO staff member that takes any action in relation to a report is responsible for documenting important steps, decisions and communications from receipt of the initial report to the initiation of an investigation. That information includes the assessment notes/rationale for the Title IX & EO Office's response; all meeting notes; supportive measures/services emails and conversations; communications between the Title IX & EO Office, the complainant, and other involved parties; all documentation provided by the parties; and related communication between the Title IX & EO Office and campus partners.

**Task 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Chancellor's Office developed a protocol on these topics, and the University has incorporated the CO's protocol into its case opening and closing practices.

Every Title IX & EO staff member that takes any action in relation to a report is responsible for documenting important steps, decisions and communications from receipt of the initial report to the initiation of an investigation. That information includes the assessment notes/rationale for the Title IX & EO Office's response; all meeting notes; supportive measures/services emails and conversations; communications between the Title IX & EO Office, the complainant, and other involved parties; all documentation provided by the parties; and related communication between the Title IX & EO Office and campus partners.

**Task 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: San Jose State utilizes its online recordkeeping system, Maxient, for these purposes.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: July 1, 2024
- Priority Level: Immediate; action being taken now
- Status: Ongoing
- Notes/Solutions: At San Jose State, all Title IX reports from 2021 to the current date were migrated into an online recordkeeping system in Spring 2023. All DHR reports were migrated into the online recordkeeping system in July 2024. The campus's efforts to ensure appropriate storage of data will facilitate effective migration to a systemwide case management system once available.

**Task 1.6.4. Develop periodic reviews for quality assurance.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: Immediate; action being taken now
- Status: Ongoing
- Notes/Solutions: The AVP for Title IX and Equal Opportunity periodically reviews a random sampling of cases to ensure quality and consistency.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing

- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Every investigator meets with the AVP for Title IX and Equal Opportunity twice a week to provide an investigation update and explain anticipated next steps. Timeliness is measured by the AVP, and the AVP reviews every investigation report to ensure each investigation is thorough and impartial.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Title IX & EO Office employs a project manager who is tasked with monitoring the timeliness of investigations, ensuring periodic updates to the parties and tracking for completion within the 100-working-day timeframe.

**Task 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).**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office employs a project manager who is tasked with monitoring the timeliness of investigations, ensuring periodic updates to the parties and tracking for completion within the 100-working-day timeframe.

**Task 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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The AVP for Title IX and Equal Opportunity reviews every investigation report for tone, adherence to the policy, and to help ensure the investigation was thorough. Since the start of AY 2024-2025, each investigation report is then reviewed by counsel as an additional quality control measure.

**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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Title IX & EO Office holds campus wide listening sessions each year to invite feedback on its services and barriers to reporting. In addition, the Title IX & EO Office disseminated a campus-wide Title IX survey in Spring 2024, inviting feedback on barriers to reporting. The campus was pleased with the feedback it received from survey participants, as almost all participants provided positive feedback and noted improvements to the University's Title IX program over the past several years.

Over the next year, the Title IX & EO Office will be exploring ways to improve the timeliness of investigations as some students have said they believe Title IX and DHR investigations take too long.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed in Summer 2024
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: In the Spring of 2022, the Office for Title IX and Equal Opportunity reviewed and revised every communication it disseminates to complainants, respondents, and third-party reporters. During AY 2023-2024, the Title IX & EO Office developed new resource guides for complainants and respondents to help demystify the different resolution processes.

In the Summer of 2024, the Title IX & EO Office reviewed and revised its template communications and informational items again for tone and content. During the summer of 2024, the office also refined its website to include content on the office's services, informational videos, flowcharts and other resource guides, and other information to encourage reporting.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity and University Personnel
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Title IX/DHR disciplinary processes for faculty and staff continue to be evaluated at San Jose State University. The AVP for Title IX and Equal Opportunity and the AVP for

University Personnel meet regularly to discuss ways the disciplinary process can be expedited; however, there are external factors (e.g., collective bargaining agreements) that require certain disciplinary steps be taken before a sanction can be imposed, which make the disciplinary process lengthier.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The AVP for Title IX and Equal Opportunity meets with every investigator twice a week to discuss active investigations and plan next steps. The AVP also reviews every investigation report for tone, adherence to the policy, and thoroughness. After the investigation and should the matter proceed to hearing, the AVP attends the beginning of each hearing (and is available by phone for the duration of the hearing) should there be any process questions. When there is a finding of responsibility, the AVP reviews every sanctioning statement before it is disseminated.

Although appeals are received and addressed by the Chancellor's Office, the AVP always follows up with the parties and offers an informational meeting should they have any questions about the appellate authority's outcome letter.

**Task 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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Office for Title IX and Equal Opportunity is committed to working with appropriate campus stakeholders and system level administrators to ensure a coordinated review of any negotiated settlements.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Spring 2025
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The AVP for Title IX and Equal Opportunity sends a closing email to the parties after a matter is concluded inviting feedback on their experience with the process. Because the parties rarely respond to the AVP's open request for feedback, the Office for Title IX and Equal Opportunity is developing a template feedback form with specific questions that it hopes will



generate more responses. The Title IX & EO Office plans to begin disseminating the feedback form in Spring 2025.

## 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 San Jose State's Title IX Office 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 San Jose 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The AVP for Title IX and Equal Opportunity sends a campus wide email on the Title IX & EO Office and its services twice a semester. The purpose of these emails is to explain the Title IX & EO Office, raise awareness on its services, explain the reporting process, increase transparency, and promote accountability in the Title IX & EO Office and its work. All prior campus wide emails are available [on the Title IX & EO Office's website](#).

To further promote accountability and transparency, the Title IX & EO Office developed [multiple interactive online dashboards](#) that quantify the results of its work from the past two years. On our website, you will find two new dashboards. The **first dashboard** allows the user to navigate and toggle through data on the number of reports the Title IX & EO Office received in a given month and/or year; the types of reports it received; demographic details on the individuals involved in reports; and the number of people who requested and received Supportive Measures from the Title IX & EO Office. The **second dashboard** allows the user to toggle through data relating to investigations undertaken by the Title IX & EO Office. On this dashboard, the user may review data on the number and types of investigations opened; the number of investigations closed; the outcomes; and the average duration of investigations.

### **Task 1.1. Ensure the dissemination of the Notice of Non-Discrimination.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing (In the Fall semester of each academic year)
- Priority Level: High
- Status: Ongoing

- Notes/Solutions: The University includes the Notice of Non-Discrimination in every catalog and handbook. It is also available on the University's [webpage](#) and is disseminated via email every fall semester. The University's prior campus-wide emails with the Notice of Non-Discrimination are available [online](#).

### **Task 1.2. Ensure the dissemination of the Nondiscrimination Policy.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Title IX & EO Office disseminates the Nondiscrimination Policy via email every fall semester. It is also included in almost every student handbook, as well as the mandatory Title IX training for both students and employees that they must complete each year. The University's prior campus-wide emails with the Nondiscrimination Policy are available [online](#).

### **Task 1.3. Ensure the dissemination of information about reporting and resources.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The AVP for Title IX and Equal Opportunity sends a campus wide email on the Title IX & EO Office and its services twice a semester. The purpose of these emails is to explain the Title IX & EO Office, raise awareness of its services, explain the reporting process, increase transparency, and promote accountability in the Title IX & EO Office and its work. All prior campus wide emails are available [on the Title IX & EO Office's website](#).

The Title IX & EO Office also sends this information to the complainant in response to every new report where the identity of the complainant is known, and to every respondent at the appropriate time. The Title IX & EO Office also includes this information on its [website](#), and in resource guides that are also available on the Title IX & EO Office's [webpage](#).

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

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Marketing and Communications
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: In the Fall of 2021, the Office for Title IX and Equal Opportunity developed a branding for the Title IX & EO Office and a marketing campaign to raise awareness on the office and its services. This campaign was called, "Speak Up Spartans, Your Voice Matters" In the Spring of 2022, the marketing campaign was supplemented with video testimonials from students, staff, and faculty. The testimonials are also available on the [Title IX & EO Office's webpage](#). The Title IX &

EO Office's marketing/promotional materials are displayed on LCD screens across campus, as well as posters in high traffic areas. The branding was redesigned in the Summer of 2024, when the Title IX and DHR programs were consolidated into the new Office for Title IX and Equal Opportunity. See below.



UPDATE:

- We sent out a campus-wide email at the beginning of the semester announcing the new AVP.
- When the Department of Justice determined that the campus was in compliance with the Resolution Agreement of September 2021, and would discontinue the monitoring period early, the University President sent a campus-wide email to announce this good news and the campus's continued commitment to improvement.
- The WASC Senior College and University Commission (WSCUC) visited campus in April to assess selected areas of compliance, and specifically asked to meet with the Title IX and Equal Opportunity Office, together with the Office for Diversity, Equity and Inclusion. The meeting was fruitful, and the visiting team acknowledged our progress in their report.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The AVP for Title IX and Equal Opportunity sends a campus wide email on the Title IX & EO Office and its services twice a semester. The purpose of these emails is to explain the Title IX & EO Office, raise awareness of its services, explain the reporting process, increase transparency, and promote accountability in the Title IX & EO Office and its work. All prior campus wide emails are available [on the Title IX & EO Office's website](#).

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity and the Campus Survivor Advocate
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Title IX Webpage includes Informational Materials, including flyers for Confidential and Non-Confidential Resources, and Reporting Options. In addition, the Title IX & EO Office often partners with the Campus Survivor Advocate during trainings to explain the distinction between a confidential and non-confidential resource.

**Task 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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Marketing and Communications
- Anticipated Project Completion: Fall 2021
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: In the Fall of 2021, the Office for Title IX and Equal Opportunity developed a branding for the Title IX & EO Office and a marketing campaign to raise awareness on the office and its services. This campaign was called, "Speak Up Spartans, Your Voice Matters" In the Spring of 2022, the marketing campaign was supplemented with video testimonials from students, staff, and faculty. The testimonials are also available on the [Title IX & EO Office's webpage](#). The Title IX & EO Office's marketing/promotional materials are displayed on LCD screens across campus, as well as posters in high traffic areas. The branding was redesigned in the Summer of 2024, when the Title IX and DHR programs were consolidated into the new Office for Title IX and Equal Opportunity. See below.



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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Marketing and Communications
- Anticipated Project Completion: Summer 2024
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: In July 2024, the University developed a new [Title IX & EO website](#). The new website is full of content in different media formats, [resource guides](#), [interactive dashboards](#), and [other information](#) to demystify the office's work and encourage reporting.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: High
- Status: Completed
- Notes/Solutions: This review and revision process was completed in July 2024. The new Title IX/DHR Website is live and is designed to be accessible, informative and easy to navigate.

**Task 3.2. Ensure that web content includes: photographs and contact information for Title IX/DHR staff, Notice of Nondiscrimination, a link to the Nondiscrimination Policy, an overview of**

**procedural and resolution options (with accessible graphics), how to make a report (to Title IX/DHR or UPD), on and off campus confidential resources, the difference between confidentiality and privacy, supportive measures, employee reporting responsibilities, an FAQ, prevention and education programming.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: July 2024
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office's webpage includes: [photos and contact information for the Title IX/DHR staff](#), the [Notice of Nondiscrimination](#) and a [link to the Nondiscrimination Policy](#), an [overview of the procedural and resolution options with graphics](#) (in the form of a flowchart), [information on how to make a report](#), [information about on- and off- campus resources](#), [the difference between confidential and non-confidential resources](#), [information on available supportive measures](#), [information on employee reporting responsibilities](#), [an FAQ page](#), and [mandatory training information regarding prevention, intervention, and education](#).

When appropriate, the webpage and informational items are updated by the AVP for Title IX and Equal Opportunity.

**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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed in July 2024, but these items are reevaluated each year.
- Notes/Solutions: The Office for Title IX and Equal Opportunity prepared [new informational items, posters, and flyers in July 2024](#). These materials are reviewed and updated every summer. The Office for Title IX & EO's goal is to become part of the fabric of campus, and one way to achieve this goal is through trainings and campus tabling events. Information about the office's prior trainings and tabling events is available on the office's [webpage](#).

**Task 3.3.1. Ensure that the materials referenced in Task 3.3 reflects 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: Action item was completed at San Jose State in July 2024, but these items continue to be reviewed and revised when needed.
- Status: Ongoing

Notes/Solutions: The Title IX & EO Office's webpage includes: [photos and contact information for the Title IX/DHR staff](#), the [Notice of Nondiscrimination](#) and a [link to the Nondiscrimination Policy](#), an [overview of the procedural and resolution options with graphics](#) (in the form of a flowchart), [information on how to make a report](#), [information about on- and off- campus resources](#), [the difference between confidential and non-confidential resources](#), [information on available supportive measures](#), [information on employee reporting responsibilities](#), [an FAQ page](#), and [mandatory training information regarding prevention, intervention, and education](#).

When appropriate, the webpage and informational items are updated by the AVP for Title IX and Equal Opportunity.

**Task 3.3.2. Ensure that the materials referenced in Task 3.3 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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Accessible Education Center
- Anticipated Project Completion: Ongoing
- Priority Level: Action item was completed at San Jose State in July 2024, but these items continue to be reviewed and revised when needed.
- Status: Ongoing
- Notes/Solutions: In AY 2021-2022, the Title IX Office partnered with the marketing department to develop a new brand and marketing campaign for the Title IX Office. The campaign was launched in the fall of 2021 and included the Title IX Offices new logo and slogan (Speak Up Spartans, Your Voice Matters). The imagery and slogan were prominently displayed on LED screens all over campus.

In AY 22-23 the Title IX Office launched the second phase of its marketing campaign. The new phase included video testimonials from students and employees where they shared their candid perspectives on the Title IX Office. These videos were displayed on LED screens all over campus.

Every informational item and marketing campaign visual is reviewed by the Director of the University's [Accessible Education Center](#) to ensure they are accessible to all viewers. The Office for Title IX and Equal Opportunity distributes print materials to students or employees who come into the office; to the residence halls; and to athletic training rooms.

**Task 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 webpages that can be updated; using, for example, "TitleIX@[name of university].edu," so that print materials do not become outdated if there is a personnel change, etc.).**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed in July 2024
- Priority Level: Item has already been completed at San Jose State
- Status: Completed

- Notes/Solutions: The Title IX & EO Office's dedicated email address is included on every informational item. The QR code to the Title IX & EO Office's website is also included in all informational items. The Title IX & EO Office's QR code is reproduced below.



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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: San Jose State has provided an [interactive Annual Report](#) available on their Title IX & EO webpage.

**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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Associated Students; Academic Senate.
- Anticipated Project Completion: Completed
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: San Jose State has empaneled a Campus Implementation Team that includes a diverse set of campus constituents. In the coming year – AY 2024-2025 – the CIT will be working to implement Cozen O'Connor's recommendations and will keep the campus updated on its progress. The members of the CIT include the Interim AVP for Title IX and Equal Opportunity; Senior Director of Employee Relations; Chair, Academic Senate and Professor of Political Science; Associate Resource Analyst, Lucas College & Graduate School of Business; Class of 2025, President, CSU



Student Association; Class of 2025, President & CEO at Associated Students, San Jose State; Interim Chief of Staff; and a Civil Rights Investigator.

**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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Title IX & EO Office has an extensive training program. Representatives from Title IX & EO deliver live trainings throughout the academic year to various campus constituents. The number of live trainings delivered over the past three years is reflected in the chart below. Audiences who have received Title IX & EO trainings is reflected on the Title IX & EO Office's [website](#).

AY 2021-2022	AY 2022-2023	AY 2023-2024
21 live trainings	88 live trainings	113 live trainings
1 tabling event	11 tabling events	17 tabling events

## PREVENTION, EDUCATION, PROFESSIONAL DEVELOPMENT, TRAINING AND AWARENESS

The Prevention and Education Subcommittee's proposed plan seeks to establish a comprehensive framework for Title IX/DHR prevention education programming by addressing key recommendations outlined on pages 45-47 of the San Jose 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: Peter Lim



- Stakeholder Offices: Office for Title IX and Equal Opportunity; Wellness and Health Services
- Anticipated Project Completion: Summer 2025
- Priority Level: Short-term priority; action planned in near future
- Status: Ongoing
- Notes/Solutions: The University's Title IX & EO Office devotes a substantial amount of time and resources to delivering live Title IX training to campus constituents. In AY 2022-23, the Title IX & EO Office delivered 88 live trainings and tabled at 11 different campus events. In AY 2023-24, the Title IX & EO Office delivered 113 live trainings and tabled at 17 different campus events. In addition, the University has a formal Prevention Education Committee to help develop and deliver additional prevention education programming to campus. The Prevention Education Committee includes representatives from the Gender Equity and PRIDE Centers, Wellness and Health Promotion, the Survivor Advocate, Student Involvement, Title IX and EO, and Student Conduct. The Prevention Education Committee's programming focuses on two large campus-wide events. The first occurs in October of each year for Domestic Violence Awareness Month. The second campus-wide event occurs in April of each year for Sexual Assault Awareness Month.

UPDATE:

- We participated and collaborated with the Prevention Committee, which planned, marketed, and held a Resource Fair and tabling event on April 10, 2025, in honor of Sexual Assault Awareness Month. We were part of a system whereby students collected stamps by visiting various tables and interacting with staff members, including the Title IX and Equal Opportunity table, so they could collect a teal t-shirt designed specifically for this fair.
- We held an afternoon event in a common room in one of the residence halls for students on April 24; the event was not limited to students living on campus. The Campus Survivor Advocate had a table, the Title IX and Equal Opportunity office staff all worked on interacting with students, leading a game of ring toss with our "consent cows," decorating the cows with sharpies and gems, and offering written handouts. At the conclusion of these interactive stations, the students could load up a plate of nachos with queso, salsa, and guacamole, and eat it in the room or elsewhere. This was a popular event.
- We gave a training on three different nights, trying to meet the schedules of all students in Greek life (the final tally showed 92% attended). The training used popular movie clips to illustrate sexual harassment and discrimination scenarios experienced by students, and to explain our policy, process and support options. The Campus Survivor Advocate attended the trainings to introduce herself, and act as a resource in the event the subject matter of the training distressed anyone.

**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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Chancellor's Office.
- Anticipated Project Completion: AY 2024-2025
- Priority Level: The ability to achieve this item depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Ongoing
- Notes/Solutions: The Chancellor's Office recently appointed Sue McCarthy to serve as the system-wide prevention and education coordinator. The University looks forward to partnering with Sue

McCarthy on education, training, materials, and communications related to complex and difficult issues facing all CSU institutions.

**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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Wellness and Health Services
- Anticipated Project Completion: Summer 2025
- Priority Level: Short-term priority; action planned in near future
- Status: Ongoing
- Notes/Solutions: The University will be reviewing its budget for a dedicated prevention and education coordinator when it plans for the next fiscal year (AY 2025-26).

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Office of the President
- Anticipated Project Completion: AY 2025-26
- Priority Level: Moderate; action planned in near future
- Status: Ongoing
- Notes/Solutions: The University's Title IX & EO Office devotes a substantial amount of time and resources to delivering live Title IX training to campus constituents. These trainings meet almost all the legal requirements under Title IX, the Clery Act, and California law. (CSA trainings are delivered by the Chancellor's Office and the University's Clery Act Compliance Coordinator.) In AY 2022-23, the Title IX & EO Office delivered 88 live trainings and tabled at 11 different campus events. In AY 2023-24, the Title IX & EO Office delivered 113 live trainings and tabled at 17 different campus events. In addition, the University has a formal Prevention Education Committee to help develop and deliver additional prevention education programming to campus. The Prevention Education Committee includes representatives from the Gender Equity and PRIDE Centers, Wellness and Health Promotion, the Survivor Advocate, Student Involvement, Title IX and EO, and Student Conduct. The Prevention Education Committee's programming focuses on two large campus-wide events. The first occurs in October of each year for Domestic Violence Awareness Month. The second campus-wide event occurs in April of each year for Sexual Assault Awareness Month.

The University appreciates and recognizes the need for a dedicated prevention and education coordinator. The University will carefully review this action item when it plans for the next fiscal year (AY 2025-26).

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

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.

- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The University has a formal Prevention Education Committee to help develop and deliver additional prevention education programming to campus. This Committee meets twice a month and includes representatives from the Gender Equity and PRIDE Centers, Wellness and Health Promotion, the Survivor Advocate, Student Involvement, Title IX and EO, and Student Conduct. The Prevention Education Committee's programming focuses on two large campus-wide events. The first occurs in October of each year for Domestic Violence Awareness Month. The second campus-wide event occurs in April of each year for Sexual Assault Awareness Month.

**Task 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The University has a formal Prevention Education Committee to help develop and deliver additional prevention education programming to campus. This Committee meets twice a month and includes representatives from the Gender Equity and PRIDE Centers, Wellness and Health Promotion, the Survivor Advocate, Student Involvement, Title IX and EO, and Student Conduct. The Prevention Education Committee's programming focuses on two large campus-wide events. The first occurs in October of each year for Domestic Violence Awareness Month. The second campus-wide event occurs in April of each year for Sexual Assault Awareness Month.

**Task 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.).**

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.
- Anticipated Project Completion: Ongoing.
- Priority Level: Long-term and ongoing.
- Status: Ongoing

- Notes/Solutions: The University has a formal Prevention Education Committee to help develop and deliver additional prevention education programming to campus. This Committee meets twice a month and includes representatives from the Gender Equity and PRIDE Centers, Wellness and Health Promotion, the Survivor Advocate, Student Involvement, Title IX and EO, and Student Conduct. The Prevention Education Committee's programming focuses on two large campus-wide events. The first occurs in October of each year for Domestic Violence Awareness Month. The second campus-wide event occurs in April of each year for Sexual Assault Awareness Month. Subcommittees are organized to address the logistics of these events.

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

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.
- Anticipated Project Completion: Ongoing.
- Priority Level: Long-term and ongoing.
- Status: Ongoing
- Notes/Solutions: The University has a formal Prevention Education Committee to help develop and deliver additional prevention education programming to campus. This Committee meets twice a month and includes representatives from the Gender Equity and PRIDE Centers, Wellness and Health Promotion, the Survivor Advocate, Student Involvement, Title IX and EO, and Student Conduct. The Prevention Education Committee's programming focuses on two large campus-wide events. The first occurs in October of each year for Domestic Violence Awareness Month. The second campus-wide event occurs in April of each year for Sexual Assault Awareness Month.

When appropriate, the Committee reviews prevention program content, evaluates proposed programming or speakers, ensures that prevention-related communications are reaching all constituents. The Committee utilizes a phone app that requires attendees to check in to every Prevention Committee event to help measure participation levels.

**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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Training by the Title IX & EO Office is delivered on a frequent basis to a wide array of campus constituents. Additionally, to promote transparency and encourage additional requests

for training, the Title IX & EO Office developed an [interactive training dashboard on its website](#). The dashboard displayed the number of trainings delivered by the Title IX & EO Office and identifies which campus groups have received training.

**Task 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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Training by the Title IX & EO Office is delivered on a frequent basis to a wide array of undergraduate and graduate student groups and faculty and staff populations. Invitations for individualized group trainings are disseminated each semester. In addition, the Title IX & EO Office delivers trainings each year to the following student groups: every Athletic Team, all Greek Life students (twice per year), all Residents, all Resident Life Student Staff (twice per year), and Senior Leadership (twice per year). Past trainings delivered by the Title IX & EO Office are available on the [Title IX & EO Office's website](#). In addition, the Title IX Office engages an external professional each year to deliver training to all campus partners who assist in the implementation of Title IX/DHR. [These professional development opportunities are listed on the Title IX & EO Office's website.](#)

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

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.
- Anticipated Project Completion: Completed in Spring 2022
- Priority Level: High
- Status: Completed
- Notes/Solutions: Programming is primarily delivered by the Office for Title IX and Equal Opportunity. However, some prevention and education programs are delivered by the University's Prevention Planning Committee. This Committee meets twice a month and includes representatives from the Gender Equity and PRIDE Centers, Wellness and Health Promotion, the Survivor Advocate, Student Involvement, Title IX and EO, and Student Conduct. The Prevention Education Committee's programming focuses on two large campus-wide events. The first occurs in October of each year for Domestic Violence Awareness Month. The second campus-wide event occurs in April of each year for Sexual Assault Awareness Month.

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

- Project Leader: Peter Lim

- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Anyone on campus can complete an [online form](#) to request a virtual or in person training, or any other form of programming such as tabling or a listening session. In addition, the Office for Title IX and Equal Opportunity widely disseminates an invitation to request a Title IX-EO training each semester. A screenshot of the invitation is reproduced below.



Hello Drew,

We hope this message finds you well and gearing up for an exciting Spring 2025 semester!

As part of our continued effort to foster a safe, supportive, and inclusive learning and working environment for all, we're thrilled to invite you to schedule your Spring 2025 Title IX training. These sessions are designed to empower our community with essential knowledge about preventing and addressing gender-based discrimination and harassment while promoting equity and respect across campus.

Whether you are a faculty member, staff, student leader, or part of a student organization, these engaging and interactive trainings can be customized to suit your group's unique needs and schedules.

If you are interested in signing up, you can opt for one of these three options:

1. Register Online (Google Form) via this link: <https://forms.gle/bCvCWApKWV31VdsG9>.
2. Call The Office for Title IX & Equal Opportunity at (408) 924-7285.
3. Respond to this email with some basic information regarding on your audience (e.g. Deans, Chairs, Faculty, Students, Staff), as well as a date, time, and location that works for your group. If you prefer that we coordinate with another person on your team, provide us with their name, title, and contact information.

Please feel free to reach out if you have any questions.

Kindly,  
The Office for Title IX & Equal Opportunity

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Completed for AY 2024-25
- Notes/Solutions: In Fall 2021, the Title IX & EO Office created training goals (target number and audiences) for each of the next three academic years. Each summer, the Title IX & EO Office redesigns its core content for trainings to students, employees, student-employees, and athletics based so they are more tailored to current events and emerging patterns and trends.

#### **Task 5.5. Build a university calendar that includes online modules, social norm campaigns, orientation for students and employees, recurring opportunities for programming, and awareness events.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; New Student and Family Programs; Academic Affairs; University Personnel
- Anticipated Project Completion: Ongoing
- Priority Level: High

- Status: Ongoing
- Notes/Solutions: The Title IX & EO Office delivers live Title IX-EO training at every new student orientation session. All new hires are required to complete an online Title IX-EO training during new employee orientation. In addition, all employees and students are required to complete an online Title IX training during their first year at the University, and every other year thereafter.

The Title IX & EO Office also delivers a large volume of live Title IX trainings to students and employees each year. The following campus populations receive recurring live Title IX training such as: every Athletic Team, all Greek Life students (twice per year), all Residents, all Resident Life Student Staff (twice per year), and Senior Leadership (twice per year).

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The University includes the Notice of Non-Discrimination in every catalog and handbook. It is also available on the University's [webpage](#) and is disseminated with a link to the policy and information about reporting options and resources, via email every fall semester. The University's prior campus-wide emails with the Notice of Non-Discrimination and other pertinent information are available [online](#).

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Training by the Title IX & EO Office is delivered on a frequent basis to a wide array of campus constituents. Additionally, to promote transparency and encourage additional requests for training, the Title IX & EO Office developed an [interactive training dashboard on its website](#). The dashboard displayed the number of trainings delivered by the Title IX & EO Office and identifies which campus groups have received training.

The number of live trainings and tabling events delivered over the past three years is reflected in the chart below.

AY 2021-2022	AY 2022-2023	AY 2023-2024
21 live trainings	88 live trainings	113 live trainings
1 tabling event	11 tabling events	17 tabling events

**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: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.
- Anticipated Project Completion: Spring 2025
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The University has a formal Prevention Education Committee to help develop and deliver additional prevention education programming to campus. This Committee meets twice a month and includes representatives from the Gender Equity and PRIDE Centers, Wellness and Health Promotion, the Survivor Advocate, Student Involvement, Title IX and EO, and Student Conduct. The Prevention Education Committee's programming focuses on two large campus-wide events. The first occurs in October of each year for Domestic Violence Awareness Month. The second campus-wide event occurs in April of each year for Sexual Assault Awareness Month.

In the Spring of 2025, the University will be developing a dedicated website for the Prevention Committee focused on prevention and campus programming, facilitates the distribution of prevention and education materials, and provides an opportunity for students and employees to give feedback and recommendations.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: Moderate
- Status: Ongoing
- Notes/Solutions: The University limits the number of San Jose State affiliated social media accounts. Therefore, the Title IX & EO Office has not created its own social media account. However, all Title IX-EO events are publicized on the University's main social media account and the Associated Students' social media account, both of which have a significant audience reach.

**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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Priority Level: Long-term
- Status: Completed



- Notes/Solutions: Trainings by the Title IX & EO Office are delivered on a frequent basis to a wide array of employee groups, including deans, department chairs, managers and leads, and senior leadership. The trainings include content on reporting obligations under the Nondiscrimination Policy, as well as state and federal laws; bystander intervention; effective ways to receive disclosures; and how to promote respectful and inclusive learning and working environments.

**Task 10.1. Ensure the training includes information about prohibited consensual relationships, given the significant overlap of prohibited consensual relationships with Title IX, DHR and other conduct of concern.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Priority Level: Moderate
- Status: Ongoing
- Notes/Solutions: This topic is discussed in every Title IX-EO training.

**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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Office of Diversity, Equity, and Inclusion
- Anticipated Project Completion:
- Priority Level: Long-term; action plan not yet developed
- Status: Ongoing
- Notes/Solutions: Trainings on navigating difficult conversations, bridging differences, and modeling respect and civility are primarily delivered by the Office of Diversity, Equity, and Inclusion. Trainings on these topics are available upon request on their website. Information about campus-wide events on these topics is also available on their website.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Office of Diversity, Equity, and Inclusion; Academic Affairs
- Anticipated Project Completion: Summer 2025
- Priority Level: Moderate
- Status: Ongoing
- Notes/Solutions: The University plans to discuss and map potential opportunities for curricular or course-based programming credential-based options in Summer 2025.

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

- Project Leader: Peter Lim

- Stakeholder Offices: Office for Title IX and Equal Opportunity; Academic Affairs.
- Anticipated Project Completion:
- Priority Level: Moderate; action plan in early stages
- Status: Ongoing
- Notes/Solutions: The Title IX & EO Office has created sample syllabi statements (including information about the Nondiscrimination Policy, reporting options, and confidential resources) which have been provided across campus.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Wellness and Health Promotion; Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: Wellness and Health Promotion partners with the Office for Title IX and Equal Opportunity to deliver live training on bystander intervention at every new student orientation session.

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

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Prevention and Education Committee routinely attends conferences on these topics. Most recently, in January 2024, representatives from this team attended the annual National Association of Student Personnel Administrators (NASPA) conference on interpersonal and sexual violence. In October 2024, a member of the Title IX and EO Office attended an ATIXA training primarily devoted to prevention efforts.

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

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.
- Priority Level: Moderate
- Status: Ongoing
- Notes/Solutions: In January 2024, a member of the Prevention and Education Committee met with the Executive Director of the Clery Center (formerly the Director of Violence Prevention at the University of Pennsylvania) to map ways to create a peer educator program at San Jose State. This initiative will create the framework for a campus peer educator program. The University hopes to have a peer advocate program in place for AY 2025-26.

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

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity; Student Involvement; PRIDE and Gender Equity Centers; Student Conduct and Ethical Development; Wellness and Health Services; Campus Survivor Advocate.
- Priority Level: Moderate
- Status: Ongoing
- Notes/Solutions: The Title IX & EO Office routinely partners with Associated Students and a group of Greek Life leaders to create meaningful, peer-supported trainings for students.

In January 2024, a member of the Prevention and Education Committee met with the Executive Director of the Clery Center (formerly the Director of Violence Prevention at the University of Pennsylvania) to map ways to create a peer educator program at San Jose State. This initiative will create the framework for a campus peer educator program. The University hopes to have a peer advocate program in place for AY 2025-26.

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

- Project Leader: Peter Lim
- Stakeholder Offices: The Office for Title IX and Equal Opportunity
- Priority Level: High
- Status: Ongoing
- Notes/Solutions: The Title IX & EO Office is centrally located on campus, delivers a large volume of trainings to raise awareness on its services, tables at many campus-wide events, and has a marketing campaign to further awareness on the Title IX & EO Office.

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

- Project Leader: Peter Lim

- Stakeholder Offices: Office for Title IX and Equal Opportunity; Academic Senate; University Personnel; Student Conduct and Ethical Development
- Anticipated Project Completion: AY 2025-2026
- Priority Level: High; the ability to fully implement this recommendation depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Ongoing
- Notes/Solutions: Awaiting direction from the Chancellor's Office. In the meantime, when appropriate, the University investigates and adjudicates other conduct of concern under general student or employee conduct policies.

**Task 1.1. The written framework should address unprofessional conduct, abusive conduct, microaggressions, acts of intolerance, and other disruptive behavior in the living, learning and working environment.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Academic Senate; University Personnel; Student Conduct and Ethical Development
- Anticipated Project Completion: AY 2025-2026
- Priority Level: High; the ability to fully implement this recommendation depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Ongoing
- Notes/Solutions: Awaiting direction from the Chancellor's Office. In the meantime, when appropriate, the University investigates and adjudicates other conduct of concern under general student or employee conduct policies.

**Task 1.2. The written framework must also address intersections with free speech and academic freedom, including the explicit recognition that the CSU cannot discipline for protected speech.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; Academic Senate; University Personnel; Student Conduct and Ethical Development
- Anticipated Project Completion: AY 2025-2026
- Priority Level: High; the ability to fully implement this recommendation depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Ongoing
- Notes/Solutions: Awaiting direction from the Chancellor's Office. In the meantime, when appropriate, the University investigates and adjudicates other conduct of concern under general student or employee conduct policies with due consideration to free speech and academic freedom.

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

- Project Leader: Peter Lim; Chief Diversity Officer Kristin Dukes
- Stakeholder Offices: Office for Title IX & Equal Opportunity; Office of Diversity, Equity and Inclusion
- Anticipated Project Completion: Ongoing
- Priority Level: High.

- Status: Ongoing
- Notes/Solutions: The University offers a wide array of trainings and programming that teach and reinforce the University's values and expectations about respect, tolerance, and professionalism. Most of this programming is delivered by the Office of Diversity, Equity and Inclusion through its [InterGroup Dialogue Program](#). Information about these programs is available on the ODEI [website](#).

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

- Project Leader: Peter Lim; Chief Diversity Officer Kristin Dukes
- Stakeholder Offices: Office for Title IX & Equal Opportunity; Office of Diversity, Equity and Inclusion
- Anticipated Project Completion: Ongoing
- Priority Level: High.
- Status: Ongoing
- Notes/Solutions: The University offers a wide array of trainings and programming that teach and reinforce the University's values and expectations about respect, tolerance, and professionalism. Most of this programming is delivered by the Office of Diversity, Equity and Inclusion through its [InterGroup Dialogue Program](#). Information about these programs is available on the ODEI [website](#).

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

- Project Leader: Peter Lim; AVP for University Personnel Joanne Wright
- Stakeholder Offices: University Personnel; Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed in Fall 2021.
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: San Jose State recently hired an individual who is tasked with employee relations. The employee works in Human Resources.

**Task 3.2. Strengthen competencies of managers, supervisors, deans and department chairs by providing expanded training and professional development to meet the needs of assigned roles.**

- Project Leader: Peter Lim, Provost, and AVP for University Personnel
- Stakeholder Offices: Academic Affairs; University Personnel; Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Ongoing
- Priority Level: The ability to fully implement this recommendation depends upon external factors, including guidance or action from the Chancellor's Office, and changes to laws or policies.
- Status: Ongoing
- Notes/Solutions: If The implementation of this recommendation is a collaborative effort between University Personnel, Academic Affairs, and the Provost.

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

- Project Leader: Ombuds

- Stakeholder Offices: [Office of the Ombuds](#)
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: San Jose State employs an Ombuds who is tasked with conflict resolution.

**Task 3.4. Develop communications competencies to embrace the tension of difficult issues including the intersections of speech in the contexts of politically and socially-charged events and issues.**

- Project Leader: Peter Lim; Chief Diversity Officer Kristin Dukes
- Stakeholder Offices: Office for Title IX & Equal Opportunity; Office of Diversity, Equity and Inclusion
- Anticipated Project Completion: Ongoing
- Priority Level: High.
- Status: Ongoing
- Notes/Solutions: The University offers a wide-array of trainings and programming that teach competencies to embrace the tension of difficult issues including the intersections of speech in the contexts of politically and socially-charged events and issues. Most of this programming is delivered by the Office of Diversity, Equity and Inclusion through its [InterGroup Dialogue Program](#). Information about these programs is available on the ODEI [website](#).

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

- Project Leader: Peter Lim; Chief Diversity Officer Kristin Dukes
- Stakeholder Offices: Office for Title IX & Equal Opportunity; Office of Diversity, Equity and Inclusion
- Anticipated Project Completion: Ongoing
- Priority Level: High.
- Status: Ongoing
- Notes/Solutions: The University offers a wide array of trainings and programming that teach competencies to embrace the tension of difficult issues including the intersections of speech in the contexts of politically and socially-charged events and issues. Most of this programming is delivered by the Office of Diversity, Equity and Inclusion through its [InterGroup Dialogue Program](#). Information about these programs is available on the ODEI [website](#).

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

- Project Leader: Peter Lim; Chief Diversity Officer Kristin Dukes
- Stakeholder Offices: Office for Title IX & Equal Opportunity; Office of Diversity, Equity and Inclusion
- Anticipated Project Completion: Ongoing
- Priority Level: High.
- Status: Ongoing
- Notes/Solutions: The University offers a wide array of trainings and programming that teach competencies to embrace the tension of difficult issues including the intersections of speech in the contexts of politically and socially-charged events and issues. Most of this programming is delivered by the Office of Diversity, Equity and Inclusion through its [InterGroup Dialogue Program](#). Information about these programs is available on the ODEI [website](#).

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed in Fall 2021.
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: Individuals can submit a report online via the Title IX/DHR webpage, which includes the ability to report anonymously. All anonymous reports are received and evaluated by the Title IX & EO Office.

**Task 4.1. Ensure that the landing page for the anonymous reporting option includes appropriate caveats about the university's limited ability to respond to an anonymous report.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Anticipated Project Completion: Completed in Fall 2021.
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: Information regarding the university's limited ability to respond to an anonymous report is prominently included on the [Title IX & EO Office's online reporting form](#).

**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.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; University Personnel; Student Conduct and Ethical Development
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office's MDT includes the DHR Administrator, Student Conduct Administrator, and every member of the Title IX & EO Office. The MDT meets every other week. As part of those meetings, information is exchanged to help ensure the Title IX & EO Office makes informed decisions about appropriate avenues for resolution.

UPDATE

- As stated above, we have close working relationships with two key people in University Personnel to decide which of our offices will take the lead on reports that implicate concerning conduct committed by staff or faculty, and to discuss appropriate responses.
- We have also collaborated with the Office for Diversity, Equity and Inclusion on creating training on topics such as racial microaggressions. On one occasion we used a video created for the housing front desk staff to accompany an educational conversation. We see the possibility for more such collaboration, particularly once our Training and Project Manager is in place.

**Task 5.1. Ensure that the triage model/review process in Task 5 identifies potential policy violation and investigative response, if any.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; University Personnel; Student Conduct and Ethical Development
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office's MDT includes the DHR Administrator, Student Conduct Administrator, and every member of the Title IX & EO Office. The MDT meets every other week. As part of those meetings, information is exchanged to help ensure the Title IX & EO Office makes informed decisions about appropriate avenues for resolution; potential policy violations; and investigation pathways.

**Task 5.2. Ensure that the triage model/review process in Task 5 refers to the appropriate administrator/department to coordinate/lead the response.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; University Personnel; Student Conduct and Ethical Development
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office's MDT includes the DHR Administrator, Student Conduct Administrator, and every member of the Title IX & EO Office. The MDT meets every other week. As part of those meetings, information is exchanged to help ensure the Title IX & EO Office makes informed decisions about appropriate avenues for resolution; potential policy violations; and investigation pathways. These discussions also help determine which administrator/department should lead the University's response to a particular report.

**Task 5.3. Ensure that the triage model/review process in Task 5 identifies reasonably available individual supportive measures, if any.**

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; University Personnel; Student Conduct and Ethical Development
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office's MDT includes the DHR Administrator, Student Conduct Administrator, and every member of the Title IX & EO Office. The MDT meets every other week. As part of those meetings, information is exchanged to help ensure the Title IX & EO Office makes informed decisions about appropriate avenues for resolution; potential policy violations; and investigation pathways. Although the Title IX & EO Office coordinates all supportive measures, these meetings also include a discussion on the availability/feasibility of requested supportive measures.

**Task 5.4. Ensure that the triage model/review process in Task 5 identifies appropriate community remedies, if any.**



- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; University Personnel; Student Conduct and Ethical Development
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office's MDT includes the DHR Administrator, Student Conduct Administrator, and every member of the Title IX & EO Office. The MDT meets every other week. As part of those meetings, information is exchanged to help ensure the Title IX & EO Office makes informed decisions about appropriate avenues for resolution; potential policy violations; and investigation pathways. When appropriate, these meetings review and identify available community remedies responsive to each new report.

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

- Project Leader: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity; University Personnel; Student Conduct and Ethical Development
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office's MDT includes the DHR Administrator, Student Conduct Administrator, and every member of the Title IX & EO Office. The MDT meets every other week. As part of those meetings, information is exchanged to help ensure the Title IX & EO Office makes informed decisions about appropriate avenues for resolution; potential policy violations; and investigation pathways. All information received by the Title IX & EO Office from the other members of the MDT are documented contemporaneously in the Title IX & EO Office's online recordkeeping system.

**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: Peter Lim
- Stakeholder Offices: Office for Title IX and Equal Opportunity
- Priority Level: Item has already been completed at San Jose State
- Status: Completed
- Notes/Solutions: The Title IX & EO Office reviews its reports each summer to identify patterns and trends from the prior academic year to inform the need for remedial actions regarding culture and climate, targeted prevention and education programming, and ongoing issues of concern for the coming academic year.

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

<sup>ii</sup> United States Census Bureau, <https://www.census.gov/quickfacts/santaclaracountycalifornia>, as of July 1, 2023.

<sup>iii</sup> Defined as a territory inside an urbanized area and inside a principal city 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>.

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<sup>iv</sup> 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>

<sup>v</sup> AANAPISIs are defined under the Higher Education Act as colleges or universities with an undergraduate enrollment that is at least 10% Asian American and Native American Pacific Islander. Additionally, at least half of the University's degree-seeking students must be low-income. See <https://www2.ed.gov/programs/aanapi/eligibility.html>

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

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

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

<sup>x</sup> California State University, CSU Workforce, Fall 2023. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-workforce/Pages/default.aspx>