

CSU IMPLEMENTATION TEAMS – IMPLEMENTATION PLAN GUIDANCE

IMPLEMENTATION PLAN

 **CAMPUS IMPLEMENTATION PLANS SHOULD BE SUBMITTED TO THE CHANCELLOR’S OFFICER BY DECEMBER 15, 2023**

Each campus should develop a plan for the implementation of their campus recommendations

CONTENTS OF IMPLEMENTATION PLAN

 *Each campus Implementation Plan should include, at minimum, the following:*

1. Campus name
2. Names and titles of campus Implementation Team chairs
3. List of campus Implementation Team members
4. For each recommendation, indicate the plan for implementation with appropriate deadlines
5. Anticipated fiscal impact for each recommendation
6. The project leader for each recommendation
7. The units or individuals that must be involved in implementing each recommendation
8. If the campus proposes an alternative method of addressing the challenge than the specific recommendation in their campus report, the plan submitted should explain the reason why the recommendation should not be adopted and describe the alternative way the campus intends to address the issue identified
9. Date the Implementation Plan was submitted to the campus President
10. The campus President’s response to the Implementation Plan

11. Date the Implementation Plan is submitted to the Chancellor's Office

STEPS IN DEVELOPMENT OF IMPLEMENTATION PLAN

1. The Title IX Coordinator and DHR Administrator design and plan steps to implement the recommendations
2. The Implementation Plan will be reviewed by the campus Implementation Team
3. The Implementation team will provide feedback on the Implementation Plan
4. Chairs/Title IX Coordinator/DHR Administrator provide draft Implementation Plan to CO Liaison for feedback
 - a. Campus Implementation Team reviews CO feedback for edits to Implementation Plan
5. Campus Implementation Team submits plan to campus President for review
6. Campus President approves Implementation Plan
7. Campus submits Implementation Plan to the Chancellor's Office
 - a. Campuses are asked to highlight any changes to the Implementation Plan from their submission at (4) above
8. Campus posts Implementation Plan on campus website

GUIDANCE FOR DEVELOPING A COMMUNICATIONS PLAN



CAMPUS COMMUNICATIONS PLANS SHOULD BE SUBMITTED TO THE CHANCELLOR'S OFFICER BY OCTOBER 27, 2023

*****Please copy your CO Liaison on any Implementation Team campus communications*****

Available for use: Communication Worksheet for Campus Implementation Teams (Excel Sheet)

Sponsors (Amplifiers)

- Work with your campus President to express how important it is that they support, as a priority, the communication plan.
 - The Implementation Team are the subject experts, but others on campus should be supporting them with help developing content and planning.
 - Having your campus President as the 'sponsor', or amplifier, for the overall communications plan would be ideal. This would mean that the President's office would play a direct role in pushing out some of your major communication efforts.
 - This support helps with overall campus cohesion.

- The CO could help in communicating this to campus Presidents.
- Who are the amplifiers for each aspect of the communications plan? They need to be visible – this gives authority to communications.

Communication Partners

- Early on, meet with your Strategic Communications department. Share plans with them and see how you can collaborate.
- Build relationships with marketing and communications peers on your campus (most have their own communications experts if that is the case, at smaller campuses this might not be true).
- Ask for help from other experts. If you need to update your website and this is not something that your team is comfortable with, connect early on with campus partners who can provide this assistance.

Developing a Communications Plan

1. Determine who on the Implementation Team will be heading up communications – is it a subcommittee, an ad hoc team member, etc.?
2. Build your campus communications team
 - a. Identify central content creator and a content reviewer – the latter should have subject-matter expertise
 - b. Will others be able to contribute content?
1. Critical questions to answer
 - a. Who are your stakeholder groups?
 - b. What will you share?
 - c. What are the mediums for communication and who do they speak to?
 - d. Who is the main sponsor(s) for communications and when should they be involved
 - i. Suggest developing a 'sponsorship' or 'amplification' plan for major communications efforts. Ask the question – “Who do we need to amplify this effort so that all of the stakeholder groups are getting this message?”
 - e. Communicating out – the Implementation Team charge is focused on communicating OUT. We are mindful of campuses that may have interest in receiving feedback. Let us hear from you and we’ll look to schedule additional time to discuss.
 - f. Will your communications be internal only, or do you plan to have any external-facing methods of communication? If so, what will you share with the public?
 - g. How will the Implementation Team communicate with one another?
2. Develop communication schedule
 - a. Start with ‘quick wins’
 - i. Websites (Title IX/DHR, Implementation Team)
 - ii. Contact information (bios, pictures, locations)
 - iii. Links

The following campuses' websites were recognized by Cozen O'Connor's assessment as having a number of strengths, as reflected in the relevant extracts from these campuses Assessment Reports, included below. This is not to say that strengths were not identified in relation to other campus's websites, nor that Cozen did not make recommendations for further website improvement for the below campuses. This list (which includes hyperlinks to the webpages) is simply intended as a quick reference guide for campuses who may be seeking inspiration and ideas for their own websites as they work to implement recommendations in this area.

We further recognize that several campuses have already made improvements to their websites following review of their Cozen Assessment Reports and we encourage those campuses to share with others!

- [Chico](#)

Assessment Report Comments:

Chico State's EODR has a robust web presence, although we recommend that the EODR website be revised to more prominently reflect its role with respect to responding to reports of sexual and gender-based harassment and violence, including an overview of supportive measures, care, and an online reporting option.

The EODR and Title IX websites are replete with information and available resources for students, staff, and faculty, but needs additional content related to care, particularly on the EODR webpage. While the Rights and Options form contains much of the relevant information, this information should also be available on the webpage itself.

The website is well maintained and contains up to date contact information for all staff members within the EODR team. Among the information linked to the Title IX landing page are CSU resources such as the CSU Nondiscrimination Policy, a Notice of Non-Discrimination on the Basis of Gender or Sex; an information sheet regarding Myths and Facts about Sexual Misconduct; and an information sheet regarding Rights and Options for Victims. Furthermore, the website includes:

- Title IX resources, including campus contact information for relevant offices, community contacts, and sample syllabus language regarding confidentiality and responsible employee reporting
- Information and instructions regarding Reporting an Incident for students, employees, and third parties
- Information and resources for respondents
- Information and resources for pregnant and parenting employees and students
- Information and links to available and required Title IX training programs and related information
- Information regarding employees' reporting obligations, including a message from the President on reporting obligations.

- [Humboldt](#)

Assessment Report Comments:

Since visiting Cal Poly Humboldt's campus in December 2022, we note that the university's website has undergone updates in its design. The Title IX/DHR Office website has useful information, and links to information such as the Nondiscrimination Policy, and other documents that explain rights and resources for those who may need them. [...] We find the quick links on the right-hand side of the Title IX/DHR website to be very helpful in directing users to important information quickly.

- [Long Beach](#)

Assessment Report Comments:

Long Beach's OEC website is user-friendly and easy to navigate, and contains a wealth of helpful information tailored at various tabs for student, faculty and staff.

Of particular note, the Title IX at the Beach website provides a number of introductory videos about Title IX and Affirmative Consent, the role of the Campus Confidential Advocate, and the Campus Advisor program, and what to expect from Title IX.

The website contains the following pages:

- The Title IX at the Beach page which includes the CSU's and CSU Long Beach's Nondiscrimination Statements, as well as links to on and off campus confidential resources, on campus reporting options, and links to the university's online reporting form and annual Clery reports. The landing page also includes links to university policies, resources for pregnant and parenting students, and a faculty and staff guide to responding to Title IX related disclosures.
- A "Report an OEC Incident" page, which accepts administrative reports (Title IX/DHR) and provides information to individuals seeking to file criminal reports. The web page also indicates that UPD will inform the Title IX Coordinator of any reports made, but that this report can remain anonymous if desired. This page also includes two large red buttons enabling individuals to close the webpage quickly for safety purposes.
- A Trainings page, which includes links to mandatory online trainings for students and employees, as well as information about customized trainings offered by the office.
- A CSU Title IX and DHR Policy page, which provides links to the Nondiscrimination Policy, Executive Order 1098 (Student Conduct Procedures), a link to the California Civil Rights Department, and the University's Discrimination, Harassment, and Retaliation Annual Report.
- Pages for each of the University's policies, including Title IX, Whistleblower, Equal Employment, and CANRA.
- A Resources page, which provides information regarding Counseling and Psychological Services, the Faculty and Staff Assistance Program, the University Ombuds, University Police, Title IX, and Diversity resources, as well as information regarding lactation rooms and all gender restrooms.
- A Clery page, which outlines the university's obligations under the Clery Act and provides information regarding timely warnings and the Annual Security Report.
- Each page of the OEC website provides links to the Online Incident Reporting form, the "Ways to Support a Survivor" materials, Student Resources, Faculty and Staff Resources, and Title IX Respondent Resources.

- [Maritime](#)

Assessment Report Comments:

Cal Maritime's Title IX program has a robust web presence compared to other universities across the CSU. The website includes:

- The Notice of Nondiscrimination, a link to the grievance procedures, and contact information for the Title IX Coordinator
- A link to the online reporting form
- A link to available supportive measures
- A link to available on and off-campus resources
- Information on how to make a report, a list of the Title IX liaisons, and the available on-campus confidential resources

- Process flow charts for reports made on campus, aboard TSGB, while on sea training, the international experience, or during an internship
- The training provided to the campus community and the training received by the Title IX Coordinator, and,
- Myths and facts about sexual misconduct/sexual assault and myths and facts about relationship violence.

- [Pomona](#)

Assessment Report Comments:

Cal Poly Pomona has a robust web presence for OEC compared to sister universities across the CSU. The website contains a wealth of information about the Office as well as available resources for students, staff, and faculty. It is well organized and contains up to date content and contact information for the OEC team. Notably, unlike many other peer offices in the CSU that have separate websites for DHR and Title IX (even where the office is charged with implementing both programs) OEC’s website helpfully pulls all of this information under one roof, which makes it easier for community members to navigate and understand. Additionally, unlike other peer offices, OEC’s website contains notices of nondiscrimination not only relating to gender or sex, but also relating to other protected statuses.

The website is user friendly to navigate, with well-organized and intuitive content tabs for displaying information. Every page on the site contains a static “Quick Links” that contains, among other things, a link to an online Title IX and DHR Reporting Form through Maxient; users may also access this form via a QR code on OEC’s landing page.

The Contact Our Office webpage has a link to OEC’s Instagram page, though we note that this link could be displayed more prominently throughout the website and that the content on the Instagram page could be expanded to include substantive information (including videos) beyond announcements of special programming such as Sexual Assault Awareness Month, Denim Day, etc.

Finally, we note that the website contains a tab with information about Cozen O’Connor’s systemwide assessment, the Cal Poly Pomona implementation team, and a section for any forthcoming updates about the assessment. This will be a useful way to raise visibility in terms of directly communicating with and updating the campus community on developments.

OEC’s website includes:

- A landing page with information about OEC, its mission, and vision, as well as other information, including links to a Meet the OEC Team webpage and a QR code and hyperlink for filing a report
- Information specific to Title IX, including:
 - Information about what Title IX is, when to contact OEC, and the services OEC offers
 - Available reporting options
 - Relevant CSU policies and terms and definitions from the CSU Nondiscrimination Policy
- Title IX updates and news and information on a Title IX Coordinated Community Response Team
- Information specific to DHR, including:
 - Information about what DHR is, what protected categories are, and notices of nondiscrimination
 - Reporting an incident
 - Information about required trainings and an online form for requesting customized presentations and trainings
- Information about available resources, including:

- On- and off-campus resources, as well information sheets on reporting options and victims' rights and options; a wallet pocket card about Title IX resources and information; and information on helping others, confidentiality, and sample language for course syllabi
- CPP Support Advisors
- Gender Inclusive Initiatives
- Information for pregnant, nursing, and/or parenting individuals
- Information about Cozen O'Connor's systemwide assessment

- [Sacramento](#)

Assessment Report Comments:

Sacramento State's OEO website is comprehensive and includes:

- A landing page with general information about the Office, and links for online reporting of TIX incidents, DHR incidents, acts of bias, and other incidents
- A "Mission and Purpose" webpage
- A Notice of Nondiscrimination Based on Gender or Sex
- FAQs regarding the complaints and CSU Executive Orders, and a chart with directions for where and how to report concerns
- A list of available resources
- Information regarding bystander intervention and incapacitation
- Resources for employees, including tips for responding to disclosures and responsible employee reporting reminders.
- A webpage with information regarding requesting OEO trainings
- A standalone Title IX landing page with additional information and resources, including:
 - How to report an incident
 - How to support someone who reported
 - The process after submitting a report
 - TIX Annual Reports
 - Myths and Facts About Sexual Violence
 - Victims' Rights and Options
 - Support Services information
 - Bystander Intervention and Risk Reduction tips
 - CSU Title IX training materials

- [San Marcos](#)

Assessment Report Comments:

Cal State San Marcos's Title IX and DHR websites are user-friendly and easy to navigate, and contain a wealth of relevant information.¹ The Title IX/DHR Office website contains the following pages:

- A Landing Page which includes the CSU's and Cal State San Marcos's Nondiscrimination Statements, as well as links to other resources.
- A Get Help Now Page, which includes a list of actions to complete in the event of sexual assault and an explanation of options for potential next steps
- A Find Support Page, which includes a list of on and off campus resources.
- A File a Report Page, which includes both confidential and non-confidential reporting options within the university and with law enforcement.

¹ TNG wrote in its January 2023 report, "The CSUSM Title IX web site is outstanding and is one of the best I have reviewed in the country."

- A Review and Reform Page, which includes a summary of past and ongoing efforts by Cal State San Marcos to prevent and respond to sexual harassment, including a description of Cozen O'Connor's review and prior reviews and assessment at the university.
- A CSUSM Annual Reports Page, which includes annual Title IX reports from 2015 through 2022.
- A Training of Title IX Personnel Page, which provides systemwide Title IX training materials used at all CSU Campuses.
- A Campus Policies Page, which includes the CSU Policy Prohibiting Discrimination, Harassment, Sexual Misconduct, Sexual Exploitation, Dang Violence, Domestic Violence, Stalking and Retaliation, information about common myths and facts regarding sexual violence and Campus Title IX responsibilities, complaint forms, and the university's Noce of Nondiscrimination.
- A Learn More Page, which contains information about consent, campus safety, potential consequences for committing sexual violence, healthy relationships, trauma, and more.
- A Create Change Page, which contains information about bystander intervention.
- A Resources for Pregnant and Parenting Students Page, which provides information about the university's resources to support pregnant and parenting students and the relevant university policies.
- A Faculty and Staff Page, which outlines the university's mandatory reporting policies and provides resources for faculty and staff including pest practices for reporting, promotion of gender equality, and exemptions to mandatory reporting requirements.
- A Not Anymore Training Page, which includes links to university assigned trainings as well as the policies requiring students to take Title IX training.
- A Contact Title IX Page, which includes contact information for the Title IX Coordinator, Student Health and Counseling Services, University Police, and off-campus resources.
- A Discrimination, Harassment, and Retaliation Page, which includes the university Nondiscrimination Policy, a description of rights available to stakeholders, and links to additional information about prohibited conduct.