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INTRODUCTION

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

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

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

IMPLEMENTATION TEAM

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

- Bob Brown, Cabinet representative
- Dheeshana Jayasundara, Faculty representative
- Mindy Kates, Survivor Advocate, Staff Representative
- Scott Fetterhoff, Human Resources
- Bernadette Muscat, President selection (Vice Chair)
- Frederick Mark Lisitsa, Student Representative
- Jamie Pontius-Hogan, Administrative Services
- Jim Schmidtke, Faculty Affairs
- Anne Githae, Compliance and Civil Rights (Chair)
- Jasmine Cao, Staff Representative

UNIVERSITY DEMOGRAPHICS AND POPULATION

The below chart reflects key metrics and demographic information for Fresno State, as provided in the Cozen O'Connor report. This updated report reflects the Fall 2024 semester.

Location Information		
Location: Fresno ¹	County: Fresno ²	Locale Classification: large city ³
University Information		
President: Saul Jimenez-Sandoval, Ph.D.		
Designations: Hispanic Serving Institution (HSI) Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) Minority Serving Institution)		
Enrollment		
Total Number of Students	23,832	
Student Ethnicity ⁴		
White	3,796	
Hispanic/Latino	13,933	
Asian	2,771	
Two or More Races	576	
Race and Ethnicity Unknown	776	
African American	693	
International Student	1,211	
Native Hawaiian/Other Pacific Islander	29	
American Indian/Alaska Native	74	
Instructional Faculty ⁵		
Total Number of Faculty	1507	
Tenure-Track	621	
Lecturer	886	
Percent Full-Time	775	
Percent Part-Time	732	
Staff and Managers ⁶		
Total Number of Staff	980	
Percent Full-Time	963	
Percent Part-Time	17	

¹ United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/fresnocitycalifornia/PST045223>, population estimate as of July 1, 2023.

² United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/fresnocountycalifornia/PST045223>, population estimate as of July 1, 2023.

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

⁴ Headcount enrollment, Fall 2023,

<https://tableau.fresnostate.edu/views/Enrollment/Headcount?%3Aembed=y&%3AisGuestRedirectFromVizportal=y>

⁵ Employees, Fall 2023, <https://academics.fresnostate.edu/oie/quickfacts/index.html>

⁶ Employees, Fall 2023, <https://academics.fresnostate.edu/oie/quickfacts/index.html>

PROGRESS TO DATE

Progress has been made on many aspects of the Implementation Plan. Since FY 2022/23, a large amount of campus funding has been reallocated for additional positions (salaries and benefits) and to support training and operations. These funds supported the hiring of a Deputy DHR Administrator, a second Deputy Title IX Coordinator, and a new AVP for Compliance and Civil Rights. A new position was filled this spring in Faculty Affairs, an Employee Relations Manager; and the Office of Compliance and Civil Rights (OCCR) just hired a new position, an Intake Coordinator. We are also in the midst of a search for a Deputy Administrator for Investigations and Prevention Specialist, which we hope to appoint this summer.

During Spring 2024, a new combined Title IX/DHR website was launched, signaling the merger of the two departments. Our new Assistant Vice President for Compliance and Civil Rights began in July 2024, overseeing the new Office of Compliance and Civil Rights (OCCR). The OCCR has been working diligently over the summer to effectively and efficiently combine operations, as well as focusing on the implementation of the new federal Title IX guidelines, including updating practices and procedures in compliance with the updated Nondiscrimination Policy (dated August 1, 2024).

The campus iTeam continues to meet at least quarterly to review progress and stay up-to-date with any anticipated changes.

PLAN SUMMARY

The Cozen O'Connor recommendations for Fresno 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 Implementation Team aims to strengthen our Title IX/DHR program by strategically addressing key recommendations outlined on pages 10-12 of the Fresno State Cozen O'Conner 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: Jamie Hogan
- Stakeholder Offices: OCCR, CO
- Anticipated Project Completion: Fall 2024
- Priority Level: 4- Continue to work in collaboration with the Chancellor's Office
- Status: ongoing
- Notes/Solutions: The university looks forward to further partnering with the Chancellor's Office in implementing these recommendations.

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: Jamie Hogan
- Stakeholder Offices: CO, Campus Counsel, VPA/CFO, Budget Office
- Anticipated Project Completion: Fall 2024
- Priority Level: 1
- Status: completed
- Notes/Solutions: Budget information has been shared with the Chancellor's Office.

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

3.1. Ensure that assigned implementers do not have other institutional responsibilities that create potential conflicts

3.2. Evaluate assigned roles to ensure that assigned implementers have the capacity to successfully implement assigned responsibilities

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, VPA/CFO
- Anticipated Project Completion: FY 2025/26
- Priority Level: 2
- Status: ongoing
- Notes/Solutions: Mapping of functions within the Title IX/ DHR program 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 tasks has been completed. Mapping of the functions has been completed but not yet implemented as the office is still in the process of filling 3 key positions and the current staff are providing coverage for those tasks.

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: Anne Githae
- Stakeholder Offices: CO, Budget, VPA/CFO

- Anticipated Project Completion: completed
- Priority Level: 4
- Status: Completed and ongoing
- Notes/Solutions: Continue to work in collaboration with the Chancellor's Office regarding recommendations for structure and funding. Based on benchmarking and recommendations, baseline funding allocations have been identified for the Title IX/ DHR program and creation of the new Prevention/ Education Coordinator position.

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

- Project Leader: Debbie Adishian-Astone
- Stakeholder Offices: TIX, DHR, OCCR
- Anticipated Project Completion: Fall 2023
- Priority Level: 1
- Status: Completed
- Notes/Solutions: Combined office located in USU 316. Deputy Title IX Coordinator and Deputy DHR Administrator report to Assistant Vice President for Compliance and Civil Rights.

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: Anne Githae
- Stakeholder Offices: CO, OCCR
- Anticipated Project Completion: FY 2026
- Priority Level: 4
- Status: Continue to work in collaboration with the Chancellor's Office
- Notes/Solutions: Continue to utilize Maxient to maintain accurate files and fulfill data requests from the Chancellor's Office.

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: Bob Brown, Interim VPA/CFO
- Stakeholder Offices: OCCR, VPA/CFO
- Anticipated Project Completion: ongoing
- Priority Level: 2
- Status: ongoing
- Notes/Solutions: Cases of concern are discussed during regularly scheduled 1:1 meetings between Vice President and AVPCCR. Weekly meetings between SW Director, Civil Rights attorney, and OCCR; and quarterly meetings with other senior cabinet administrators as necessary.

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: Anne Githae
- Stakeholder Offices: OCCR
- Anticipated Project Completion: ongoing
- Priority Level: 3
- Status: ongoing

- Notes/Solutions: New staff attend campus and CO orientation sessions; All professional staff attend annual training at CO; due to recent budget constraints outside training programs are limited, but working with CO to maximize internal expertise and identify cost-efficient training opportunities. 2024-2025 membership in ATIXA (Association of Title IX Administrators). Current staff members are registered for ATIXA certification trainings scheduled for July 2025.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR
- Anticipated Project Completion: Fall 2025
- Priority Level: 3
- Status: complete
- Notes/Solutions: We have two MPP who currently serve as Respondent Advisors. They have met with the Title IX Coordinator and have been trained on the process. To assure we have a trained pool we will send a call out on annual basis to identify a diverse pool to serve in this capacity. OCCR is working on an advisor pool to be deployed in Fall 2025 to ensure that we have more support advisors in the pool.

STRENGTHENING INTERNAL PROTOCOLS

The goal of the Implementation Team is to promote accountability and strengthen Fresno State's internal protocols within the Title IX/DHR program by focusing on related recommendations in the campus report. The work of the Implementation Team 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.

PLAN SUMMARY - STRENGTHENING INTERNAL PROTOCOLS

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

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

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

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;

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

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

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

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, Faculty Affairs, Human Resources, Student Rights and Responsibilities, Survivor Advocates
- Anticipated Project Completion: Fall 2024
- Priority Level: 4
- Status: ongoing
- Notes/Solutions: Per guidance from CO, all items are maintained in Maxient. Updates are being made (and have been made) to assure all of the items are documented in a way that is easily identifiable. (ex. updating title of correspondence to say "Initial communication", followed by "2nd attempt", etc.). To strengthen internal protocols related to case tracking, prioritization, and processing, a case management log and regular case management meetings were implemented. These tools enhance the consistency and accountability of case oversight, ensuring that each case is monitored, categorized, and addressed in a timely and organized manner. The approach is designed to align with institutional policy and Chancellor's Office (CO) guidance, supporting compliance while improving overall case handling efficiency.

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: Anne Githae
- Stakeholder Offices: OCCR, CO
- Anticipated Project Completion: Fall 2023
- Priority Level: 4
- Status: ongoing
- Notes/Solutions: All reports involving the President, Vice Presidents, Athletics Director, or Police Chief are submitted to the Chancellor's Office via an online form. We maintain regularly scheduled meetings with our assigned Systemwide Director and OCCR. The office continues to expand training opportunities to ensure the campus understands reporting requirements and policy definitions. We continuously monitor reports and data to assess whether campus constituents are aware of where and when to report concerns or incidents. This ongoing evaluation provides valuable feedback on potential barriers to reporting and informs our outreach strategies. In addition, we have conducted numerous trainings to ensure that all members of the campus community are informed about the full range of reporting avenues available. These include the use of the online incident reporting form, email, phone calls, in-person reporting to the Office of Compliance and Civil Rights (OCCR), or disclosure to mandated reporters.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, Survivor Advocacy Services
- Anticipated Project Completion: Fall 2024
- Priority Level: 1
- Status: Completed
- Notes/Solutions: The Office of Compliance and Civil Rights (OCCR) regularly reviews and revises the tone, content, and format of reporting forms and template communications to ensure clarity, accessibility, and alignment with current policies. As part of this ongoing effort, all reporting forms

were revised on August 1, 2024, in conjunction with the rollout of the new policy. Additional updates were made in the spring following the implementation of the new Interim policy, reflecting our commitment to maintaining effective and user-friendly reporting tools.

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

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

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, Faculty Affairs, Human Resources, Vice President for Administration and CFO, Campus Counsel
- Anticipated Project Completion: ongoing
- Priority Level: 1
- Status: ongoing
- Notes/Solutions: We hold monthly meetings with Human Resources, Faculty Affairs, and OCCR to ensure processes are coordinated and documented in files appropriately. Our office procedures have been updated to request responses in writing from Human Resources and Faculty Affairs prior to case closure. Faculty Affairs has already hired the new Employee Relations Manager, and we actively collaborate with them to support the timely resolution of concerns and complaints. This partnership enhances coordination and ensures that cases are addressed efficiently and in alignment with university policies and procedures.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, OIE
- Anticipated Project Completion: Fall 2025
- Priority Level: 3
- Status: convening work group
- Notes/Solutions: We are working with the Office of Information Technology and iTeam to develop an anonymous survey to include in post-resolution communications to all parties as a method of gathering feedback.

COMMUNICATIONS

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

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

1.1. Dissemination of the Notice of Non-Discrimination

1.2. Dissemination of the Nondiscrimination Policy

1.3. Information about reporting and resources

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, President's Office, University Communications
- Anticipated Project Completion: ongoing
- Priority Level: 1
- Status: Communications sent bi-annually as required by policy.
- Notes/Solutions: The Notice of Non-Discrimination statement and Policy, along with information about reporting and resources, is sent to students, faculty, and staff each semester.

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

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

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

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

- Project Leader: Anne Githae
- Stakeholder Offices: University Communications, Survivor Advocacy Services, OCCR
- Anticipated Project Completion: FY 2025/26
- Priority Level: 2
- Status: ongoing
- Notes/Solutions: The Implementation Team worked with University Communications and Marketing to create a Campus Communications Plan and Title IX Resources Awareness Marketing Campaign, which will be launched in Fall 2025. A new website was launched in spring 2024. There are planned in-person events each semester that are facilitated by OCCR. As referenced in the University's five-year plan and President's tri-annual review, the campus will implement bi-annual in-person and online educational trainings to campus departments and student clubs and organizations.

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

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

3.2. Ensure that web content includes: photographs and contact information for Title IX/DHR staff, notice of non-discrimination, 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

3.3. Ensure all campus partner's websites are updated with accurate information related to Title IX and DHR, including accurate definitions and information about resources, support, and resolution options.

3.4. 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

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, University Communications
- Anticipated Project Completion: Spring 2024
- Priority Level: 1
- Status: Complete
- Notes/Solutions: Updated consolidated website went live in Spring 2024. Improving the Title IX/DHR website and other external-facing communications is an ongoing effort. During this fiscal year, we launched a new Support Hub designed to provide constituents with clear information about the various teams OCCR collaborates with. Additionally, we created a dedicated page to house the annual report, enhancing transparency and accessibility. These updates were shared with the implementation team and broadly disseminated across the campus community to ensure widespread awareness and engagement.

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

- Project Leader: Anne Githae
- Stakeholder Offices: CO, OCCR
- Anticipated Project Completion: FY 2025/26
- Priority Level: 4
- Status: ongoing
- Notes/Solutions: In Spring 2024, the Chancellor's Office issued a revised and combined Title IX/DHR data collection method. This report was submitted to the Chancellor's Office in September 2024 and the CO is preparing a dashboard that will be made publicly available. To support the development of an expanded annual report with meaningful information and data, we created a dedicated annual report webpage on our Title IX/DHR website. The 2023–2024 data has been published and is now accessible to the campus community. As we approach the close of the current fiscal year on June 30, 2025, we will begin compiling and analyzing the 2024–2025 data in preparation for the next report, continuing our commitment to transparency and informed campus engagement.

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

- Project Leader: Anne Githae and Mindy Kates
- Stakeholder Offices: OCCR, Survivor Advocacy Services (SAS)
- Anticipated Project Completion: FY 2024/25
- Priority Level: 3
- Status: Completed

- Notes/Solutions: Rebuild the Sexual Assault Response Team. The team will be co-chaired between OCCR and SAS. We successfully developed and launched the Sexual Assault Response Team (SART), which serves as a standing committee comprised of representative student, faculty, and staff ambassadors. This team plays a key role in supporting and facilitating institutional efforts to communicate more effectively with campus constituents. SART now meets regularly, with a monthly meeting cadence during the spring semester and an increased frequency of twice a month scheduled for the upcoming fall semester.

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: Maxwell Hill
- Stakeholder Offices: OCCR, SAS
- Anticipated Project Completion: Ongoing each academic year
- Priority Level: 2
- Status: Ongoing
- Notes/Solutions: Deputy Coordinator/Administrator prioritizing outreach. Implemented Walk-In Wednesdays in Spring 2024; exploring opportunities for traveling office hours (CCGC, Athletics) for Fall 2024. Utilize the above-mentioned funds to purchase marketing materials, magnets, etc.

PREVENTION, EDUCATION, PROFESSIONAL DEVELOPMENT, TRAINING AND AWARENESS

The Implementation Team seeks to establish a comprehensive framework for Title IX/DHR prevention education programming by addressing key recommendations outlined on pages 34-36 of the Fresno State Cozen O'Conner 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: Anne Githae
- Stakeholder Offices: VPA/CFO, OCCR
- Anticipated Project Completion: completed
- Priority Level: 2
- Status: completed
- Notes/Solutions: Continue to analyze staffing and resource needs.

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: Anne Githae
- Stakeholder Offices: CO, OCCR
- Anticipated Project Completion: ongoing
- Priority Level: 4
- Status: ongoing
- Notes/Solutions: We have proactively engaged with system-level subject matter experts by meeting with the Region 3 System Director to discuss education, training, and communication strategies related to complex and sensitive issues impacting all CSU institutions. This collaboration lays the groundwork for deeper coordination. Once our new Prevention Specialist is on board, our comprehensive prevention strategy will include ongoing collaboration with the System Director for Prevention to further align campus efforts with system wide priorities and resources.

Task 3. Designate one individual with specific oversight of all university prevention and education planning and programming, preferably a full-time role without other job responsibilities

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

- Project Leader: Anne Githae

- Stakeholder Offices: OCCR, SAS
- Anticipated Project Completion: FY 2024/25
- Priority Level: 3
- Status: Recruitment in progress
- Notes/Solutions: We hope to begin recruitment for this position in Summer 2025.

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

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

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

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

- Project Leader: Anne Githae and Mindy Kates
- Stakeholder Offices: OCCR, SAS
- Anticipated Project Completion: FY 2025/26
- Priority Level: 3
- Status: Ongoing
- Notes/Solutions: To fulfill this objective, we have established two dedicated teams to coordinate and align prevention and education programming across the university. The first is the Sexual Assault Response Team (SART), which is already active and focused on sexual violence prevention. The second is the Culture and Belonging Prevention Team (CBPT), which will be deployed in Fall 2025 and will focus on identity-based harm prevention. Together, these teams serve as the foundation for a university-wide Prevention and Education Oversight Committee, ensuring a comprehensive and coordinated approach to prevention efforts across campus.

Task 5. With assistance from the Chancellor's Office, develop a strategic plan for university programming that identifies all training requirements under federal and state law and CSU policy, all constituencies and constituent groups in need of training, and all potential university partners that can collaborate to deliver content

5.1. Constituent groups subject to required training should include students (undergraduate and graduate); targeted student populations (athletes, fraternity and sorority life, residential students, residence life student staff, international students,

student leaders); senior leadership; faculty (deans, department chairs, leads, lecturers); staff (managers, supervisors); and campus partners who assist in the implementation of Title IX/DHR

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

5.3. Identify opportunities for virtual and in-person engagement

5.4. Develop core principles and standards for content development

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, SAS, University Communications, Student Involvement
- Anticipated Project Completion: Fall 2025
- Priority Level: 4
- Status: Work with Systemwide Director to identify opportunities.
- Notes/Solutions: Need to confer with Systemwide Prevention, Education, and Training Director

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, President's Office
- Anticipated Project Completion: This is an annual requirement
- Priority Level: 1
- Status: completed and ongoing
- Notes/Solutions: OCCR drafts a message to be sent from the President's Office at the beginning of every semester to all students and employees. A few weeks into each semester, a reminder is sent out about available campus resources, how to file reports, and contact information for OCCR.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, SAS, Housing, Student Involvement, University Diversity Officer (UDO)
- Anticipated Project Completion: FY 2025/26
- Priority Level: 2
- Status: ongoing
- Notes/Solutions: Met with SAS to discuss content of programming and that information on the Nondiscrimination Policy is being included. Will create a common document to track programming beginning Fall 2024 and request OCCR, UDO, SAS, Housing, and Student Involvement regularly update the document.

Task 8. Develop a university website dedicated to prevention and campus programming that is kept current, facilitates the distribution of prevention and education materials, and incorporates the opportunity for feedback and recommendations

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, SAS, University Communications
- Anticipated Project Completion: FY 2025/26
- Priority Level: 3

- Status: ongoing
- Notes/Solutions: Sexual Assault Response Team and Culture and Belonging Prevention Team will begin to conceptualize webpage, Prevention Education Coordinator to manage.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, University Communications
- Anticipated Project Completion: FY 2025/26
- Priority Level: 1
- Status: ongoing
- Notes/Solutions: Collaborated with University Communications on Communications Plan, will launch Fall 2025.

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. Ensure training includes the following content: the care-compliance continuum; respectful and inclusive environments; conflict resolution; bystander intervention strategies; effective leadership and supervision; and, reporting responsibilities under Title IX, the Clery Act, CANRA, and related federal and state reporting laws

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: Marylou Mendoza-Miller
- Stakeholder Offices: OCCR, Human Resources (Employee Relations and Organizational Excellence), UDO, Faculty Affairs
- Anticipated Project Completion: FY 2024/25
- Priority Level: 4
- Status: ongoing
- Notes/Solutions: Launched MPP 101 courses in Summer 2024. Information will be presented bi-monthly at Leadership Roundtable (all managers).

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: Marylou Mendoza-Miller
- Stakeholder Offices: OCCR, Human Resources (Employee Relations and Organizational Development)
- Anticipated Project Completion: FY 2024/25
- Priority Level: 4
- Status: ongoing
- Notes/Solutions: Ongoing Principles of Community programming. Launched MPP 101 courses in Summer 2024. Recently hired new Organizational Development Manager is responsible for creating additional training opportunities and reviewing recent guidance regarding Other Conduct of Concern.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, Undergraduate Studies, IDEAS, Provost's Office
- Anticipated Project Completion: FY 2025-26
- Priority Level: 3
- Status: not yet started
- Notes/Solutions: Partner with Academic Affairs to determine feasibility and review opportunities. Sexual Assault Response Team includes faculty members who will have additional insight into these opportunities.

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

- Project Leader: Jamie Hogan
- Stakeholder Offices: OCCR, Undergraduate Studies
- Anticipated Project Completion: complete
- Priority Level: 1
- Status: complete
- Notes/Solutions: Common syllabi statements updated for Fall 2024 and will remain in template moving forward.

Task 14. Commit to providing programming regarding bystander engagement

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, SHCC, SAS, Housing, Student Involvement
- Anticipated Project Completion: FY 2025/26
- Priority Level: 2
- Status: ongoing
- Notes/Solutions: Schedule training for current PAWS to train-the-trainer in Fall 2025. Bi-annual training offered for Residence Hall staff.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, SAS
- Anticipated Project Completion:
- Priority Level: 3
- Status: ongoing
- Notes/Solutions: OCCR professional staff participate in CSU listservs and regularly meet with other CSU administrators.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, SAS, SHCC, Student Involvement
- Anticipated Project Completion: FY 2024/25
- Priority Level: 3
- Status: Convene work group once P&E Coordinator is onboard
- Notes/Solutions: Schedule training for current PAWS to train-the-trainer in Fall 2025.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, ASI, Student Union Boards, Student Involvement
- Anticipated Project Completion: FY 2025/26

- Priority Level: 2
- Status: ongoing
- Notes/Solutions: Schedule meeting with ASI President and identify appropriate ASI senator(s) to partner with, provide content training, during Fall 2025.

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

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, CCGC, Athletics, RSU, President's Office, Student Involvement
- Anticipated Project Completion: completed and ongoing
- Priority Level: 1
- Status: ongoing
- Notes/Solutions: Schedule and promote monthly recurring office hours in various locations around campus. Schedule time in President's Booth with educational material available. Collaborate with Student Involvement to identify other campus-wide programming opportunities.

Task 19. Dedicate programming to reach marginalized student populations (LGBTQIA+, undocumented students, international students, students of color) to ensure accessibility to resources and support

- Project Leader: Maxwell Hill and Paul Forte
- Stakeholder Offices: OCCR, CCGC, International Office, RSU, CAMP, Southeast Asian Student Success Center, Black Student Success Center, Student Involvement, UDO
- Anticipated Project Completion: FY 2025/26
- Priority Level: 1
- Status: ongoing
- Notes/Solutions: Contact each office to request assistance in facilitating training opportunities for students who utilize their services

Task 20. Identify resources to implement the VAWA required offerings of primary prevention and awareness training

- Project Leader: Anne Githae
- Stakeholder Offices: OCCR, SAS, FSPD
- Anticipated Project Completion: FY 2024/25
- Priority Level: 2
- Status: ongoing
- Notes/Solutions: Moved from Vector Solutions to CSU Learn for students Fall 2024. Will confer with Systemwide Prevention, Education, and Training Director.

RESPONDING TO OTHER CONDUCT OF CONCERN

The plan put forth by the Implementation Team 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 Fresno State Cozen O'Connor report pages 48-49. The initial phase entails creating a set of communal agreements that establishes expectations for how members of the Fresno 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.

PLAN SUMMARY - OTHER CONDUCT 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: Scott Fetterhoff, Dr. Jim Schmidtke
- Stakeholder Offices: OGC, Human Resources, Faculty Affairs, OCCR
- Anticipated Project Completion: FY 2024/25
- Priority Level: 4
- Status: Ongoing
- Notes/Solutions: Campus team met on April 10, 2025 and work is ongoing. Faculty currently reviewing APM 336 which contains language regarding conduct of concern, faculty presence on campus, etc. Ongoing into 2025-26

The following Tasks will be implemented in accordance with the CSU Other Conduct of Concern guidance.

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

- Incorporation into Onboarding: values are emphasized early through their inclusion in New Faculty Orientation, New Employee Welcome Breakfast, and Fresno State 101, ensuring that new employees are introduced to our expectations of professionalism and mutual respect from day one.
- In-Person Skill-Building Opportunities: A variety of department and division trainings support practical application of these values, such as Difficult Conversations (including AI-driven simulations) to improve communication and empathy, Accountability Training to foster a culture of mutual responsibility, and other Flexible, On-Demand Learning trainings by request.
- Campus-wide Recognition and Learning Events: The Principles of Community, which reflect CSU values, are promoted as a workshop category for STAR Day and celebrated through the Staff Training Recognition Award, providing public affirmation of individuals who exemplify these values.

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

- Targeted Leadership Development: Programs like Principles of Supervision, MPP 101, and Administrative Review Surveys (with follow-up action-planning training) provide managers with tools to lead in alignment with CSU values and create inclusive, respectful team environments.
- When Employee Relations challenges arise, HR and Faculty Affairs engage closely with supervisors to play an instrumental role in navigating and resolving conflict, and engaging in restorative efforts (at times, trauma-informed).

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

- Faculty Affairs has created an online reporting form for Chairs to utilize to track concerns;
- anonymous reporting available via OCCR;
- HR also has created a form for staff to report conduct of concern

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

- The Multidisciplinary Team (MDT) is responsible for coordinating responses to discrimination, harassment, and retaliation (DHR) cases, as well as other campus concerns requiring cross-departmental collaboration. The MDT focuses on case management, ensuring compliance with policies, and facilitating proactive prevention and response efforts.

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

Standard operating procedures, run analytics

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

Running analytic reports in Maxient and comparing to prior years, etc.