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July 28, 2023

MEMORANDUM

TO: CSU Presidents

FROM: Jolene Koester
Interim Chancellor

SUBJECT: Report of Cozen O'Connor Systemwide Title IX and DHR
Assessment: A Roadmap for Implementation

As you know, Cozen O'Connor's Systemwide Title IX and DHR assessment has come to a close, and its July 17, 2023, written report can be accessed [here](#). The documentation includes a full systemwide report and a summary of the systemwide report, as well as individual reports for each university and the Chancellor's Office.

The reports – and associated recommendations – are thorough and detailed, and it will likely take two to three years, and perhaps longer, to fully implement the recommendations. During this time, it is crucial that each university work closely with the Chancellor's Office Title IX/DHR team (the CO Team) to plan and implement the recommendations. Given the CSU's limited resources, it is essential that we work together to create a strategic plan that will allow us to appropriately prioritize our respective and collective goals.

The CO Team will work closely with stakeholders at each university as it develops a comprehensive strategy and plan to implement Cozen O'Connor's systemwide recommendations, which are discussed in the systemwide report. The attached "charge" provides principles, expectations, initial tasks and other information to guide you and your staff in the implementation of the recommendations included in the university reports.

In August, the CO Team will meet with the chairs of the university implementation teams to assist them in developing processes for the successful and effective management of their teams' work.

Also, and as you are aware, the California State Auditor (CSA) has conducted an audit of the CSU's handling of sexual harassment complaints against employees at the Chancellor's Office, Fresno State, San José State and Sonoma State.

The CSA issued its report on July 18, 2023, and it can be accessed [here](#). The CSA's recommendations are directed to the Chancellor's Office and are aligned with Cozen O'Connor's recommendations. The CO Team will work with your university's Title IX coordinators to ensure that the steps taken to implement the recommendations made by Cozen O'Connor and the CSA are coordinated and consistent.

If you have any questions in this regard, please contact Vice Chancellor for Human Resources Leora Freedman.

I thank you all for your dedication to this critically important work.

A Charge to University Implementation Teams Regarding Cozen O'Connor Recommendations

Background

Each CSU university president has formed an Implementation Team to support the implementation of the recommendations of Cozen O'Connor's Systemwide Title IX and DHR assessment pertaining to their campus. Although the president may change the membership of the Implementation Team on an annual basis (or at other times if warranted), the team should, throughout the implementation process, include a member of the president's cabinet (or other high-level administrator), the Title IX coordinator, the DHR administrator and one (or more) of each of the following: a staff member; a faculty member, including a representative of the faculty senate; and a student, including a representative of Associated Students.

The Implementation Team should be chaired by the Title IX coordinator. The president may appoint a co-chair. (Any reference in this charge to "implementation chair" in the singular includes the plural where applicable.) The campus Title IX coordinator and DHR administrator (on many campuses, one person serves in both roles) are responsible for designing and planning the steps necessary to implement the recommendations, with assistance from the Cozen O'Connor team and the Chancellor's Office Title IX/DHR team (the CO Team). The roles of the other university Implementation Team members are as follows:

- To bring forward the perspective of campus community stakeholders by giving input and making recommendations regarding the implementation process and its specific steps. Implementation Team members should also seek input from other campus stakeholders who are involved in providing Title IX and other nondiscrimination-related services and programming or who otherwise have relevant subject matter expertise or experience.
- To help facilitate and support the implementation of each university's plan in a manner that is consistent with agreed-upon timelines, the goals of the assessment and campus culture.
- To drive informed and collaborative communications to all university stakeholders on implementation efforts.

The Office of General Counsel is an important legal resource and should be consulted regardless of whether university counsel is formally appointed to a university's Implementation Team. University counsel may provide training on legal subjects and advice to the Title IX coordinator and DHR administrator on legal issues that may arise. They should also be called on to provide legal advice on policy review, templates, draft communications and other documents.

One member of the CO Team will serve as the Chancellor's Office liaison to each university Implementation Team. The chair of the Implementation Team will frequently consult with the liaison to discuss, among other things, implementation challenges as well as proposed strategy and action steps so that the CO Team may provide timely guidance and oversight of university implementation work. Cozen O'Connor will also be available to meet with the Implementation Teams and the CO Team to answer questions about the reports and to discuss implementation strategies and priorities.

The Charge

The Implementation Teams will give input and feedback to the Title IX coordinator and DHR administrator as they design and plan steps to implement Cozen O'Connor's recommendations to ensure that the recommended action steps are appropriately informed by the perspectives of campus community stakeholders. After the president approves the action steps, the Implementation Team will work to ensure that implementation is consistent with agreed-upon timelines, the goals of the assessment and campus culture.

The Implementation Teams will also help develop a formal communications plan designed to keep each university community apprised of the implementation process and status. Implementation Team members shall review communications to ensure that they are clear, accessible and that they address the needs of community stakeholders. Strategic and effective communication is paramount, especially in light of the institutional mistrust expressed to Cozen O'Connor by many members of our university communities. The frequency and methods of communications to the university community should be thoughtfully planned, and the substance of the communications themselves should be accessible and easily comprehensible by a wide audience.

Core Values

The Implementation Team will be guided in its work by the following core values, as well as commitments to:

- Support and elevate the work and authority of campus Title IX and DHR programs. This includes a recognition and acceptance:
 - that there are some aspects of Title IX and DHR work established by law and regulatory agencies that this team (and the CSU at large) must honor.
 - of each member's subject matter expertise or experience, and how that strength can serve the team.
 - that the team will not interfere with the responsibilities and duties of the Title IX coordinator and DHR administrator.

- Provide a safe, inclusive and non-discriminatory educational, working and residential environment for the students, faculty, staff and other members of the university community.
- Work in compliance with state, federal and other regulatory guidance and laws.
- Prioritize accessibility and inclusion, to allow for a diversity of opinion to be heard and considered, in order to:
 - ensure inclusion of historically marginalized voices, commit to ensuring the elevation of all voices within the Implementation Team.
 - recognize the diverse needs and perspectives of different campus constituents.
- Share responsibility for supporting the university's Title IX and DHR education, training and prevention programming.
- Move forward with a solutions focus to effect change, informed by past challenges and lessons learned.

Initial Tasks

The following are initial tasks for the Implementation Team:

- Develop a communications plan designed to keep the campus community apprised of the implementation process and status.
 - Review communications to ensure that they are clear, accessible and address the needs of community stakeholders.
 - Provide, in community-wide communications and through the Implementation Team's website, a minimum of two updates each academic term (near the beginning and end of each term) on the status and progress of implementation. Status updates should include any changes to timelines and action steps.
- Work with campus communications professionals to develop an Implementation Team website that is periodically promoted to the campus community and that contains key documents related to the Cozen O'Connor assessment and the university's implementation work (including the name and contact information for each Implementation Team member). The website should also contain all status reports sent to the Chancellor's Office and the president, as well as community updates about the status of the implementation work.

- Identify specific strategies for building trust and transparency in the team's work.
- Identify the overarching goals discussed in Cozen O'Connor's campus report and list the corresponding recommendations in order of priority. Develop a calendar for action items and communications.
- Identify goals that can be achieved and steps taken promptly at your university without the need for significant additional funding. Develop a calendar for action items and communications with proposed timeline.
- Support the Implementation Team chair in preparing, reviewing or revising/updating proposed budgets throughout the course of the implementation work. (Note that Implementation Teams are not expected to identify fiscal resources to implement recommended action steps.)
- Utilizing the expertise and experience of each member of the Implementation Team, review the proposed implementation action steps to determine what, if any, additional resources and stakeholder collaboration are recommended.
- Develop a proposed implementation plan for the president's approval. Throughout the course of the implementation process, submit any proposed revisions to the plan to the president for approval.
- Monitor implementation of approved action steps and report on the status of the Implementation Team's work as requested by the CO Team and the president. Post status reports on the Implementation Team's website.