

## **Implementation of Action Plan to Change CCSU Campus Culture Progress Report**

### 1. Reengineering the Offices of Diversity and Equity (ODE) and Human Resources (HR)

- The consultants are scheduled to provide a draft of the first phase of recommendations next week. Consultants have begun the mapping phase, and they spent some time with A. Suski-Lenczewski and R. Barcelo looking at ODE practices.
- It is anticipated that the consultants will suggest that additional investments be made.

### 2. Implementation of an Institution-wide Reporting, Monitoring and Tracking System to Facilitate and Maintain Collection of Information (Complaints and Training)

- We have developed an inventory of applicable training in concert with the University legal department and Department of Health and Safety. The project scope was broadened to include new state legislation which will come into effect October 1, 2019. In total, our system training requirements include training prescribed by C.G.S. §46a-81h(c), C.G.S. §46a-54(16)-(17), C.G.S. §10a-55n (c), C.G.S. §10a-55p, C.G.S. §46a-54; Regs., Conn. State Agencies § 46a-54-200 et seq.
- We have evaluated multiple options including software customized by CSCU system schools. At present, we are evaluating a customized version of FirstNet which is a State of CT tool used for some HR style trainings. This path will follow similar actions taken by WCSU relative to additional training required by employees. With regard to the institutional wide tracking system, we have acquired and implemented Maxient software. The users were trained, and it went live at the beginning of the Fall semester.
- We are working in concert with ODE on the identification of training software for the staff-side HR. In total, three systems (Maxient, Police, and a new employee training/tracking system) will combine to provide a single view of the campus. In concert with the above initiative, new HR recruiting software was also purchased and is in the process of being implemented. This new software will support the transition of activities related to recruitment from ODE to HR which is more traditional.

### 3. Administer a Campus Climate Survey

- President Toro, Associate Vice President Yvonne Kirby and Interim Vice President Barcelo, Diversity & Equity had conference calls with two experts to explore the possibility of submitting proposals for consideration to conduct a campus study that

would include pre-preparation and post analysis and development. A conference call with a third expert is scheduled for September 9, 2019.

- Dr. Susan Rankin, Principal Investigator and CEO Rankin & Associates, a consulting firm which has worked with many universities and colleges examining campus climate. She is also Associate Professor, College of Student Personnel, Pennsylvania State University.
- Dr. Roger Worthington, Professor, Department of Counseling, Higher Education, and Special Education and Executive Director of Center for Diversity in Higher Education. As executive director he has focused on assessing climate issues via his research and conducting comprehensive campus climate projects which he just completed at Colorado College.
- Dr. Sylvia Hurtado, Professor of Education and Director, UCLA's Higher Education Research Institute (HERI) with special emphasis on Studies of Climate for Students and Faculty in Diverse Learning Communities. The work generated from HERI is utilized throughout higher education with a focus on student success. HERI also houses a Cooperative Institutional Research Program (CIRP) that conducts empirical studies of higher education that includes, First Year Survey, Diverse Learning Environment Survey and more.
- All of these individuals and the organizations they lead are renowned for their climate work.
- Dr. Rusty Barcelo, Office of Diversity and Equity; Carolyn Magnan, University Counsel; and Yvonne Kirby, Planning and Institutional Effectiveness will be making the final selection of the expert to conduct the campus climate study.

#### 4. Implement Actions to Improve Campus Climate

- The President's vision is to rethink how diversity work is done at CCSU and has begun by enhancing the role of the Office of Diversity and Equity (ODE) to be more inclusive of issues beyond compliance including matters regarding race, gender identification, disabilities, religion, etc., from policies to programs. She appointed on an interim basis a nationally recognized diversity leader to carry out this vision that will contribute to the development of new and innovative diversity strategies. Also, the President recommended a new space for ODE that provides enhanced confidentiality and is more welcoming and reflecting the breadth and depth of this priority.
- The President is establishing the President's Commission on Diversity, Equity and Inclusion (Commission) in Fall 2019 to be chaired by the Interim Vice President of Diversity, Equity and Inclusion. The Commission will be comprised of diversity liaisons from each School/College, Affinity groups, Faculty Senate, Student Government Association, and administrative divisions.
- The Commission is dedicated to bringing multiple voices, knowledge and perspectives that welcomes and promotes respect and diversity of all individuals who are part of the CCSU community.

- Toward this end, the Commission is committed to enhancing collaboration and coordination of Diversity efforts to make CCSU's climate more welcoming and "Connected" in new and innovative ways.
- The Commission will also focus on CCSU Policies and Processes that ensure all students, staff and faculty are treated with respect and dignity to achieve at the highest level and to respond to their needs and concerns as necessary.
- The Commission will host a series of smaller conversations and professional development opportunities throughout the year focusing on different topics from gender, disabilities and race with the expectation that an annual diversity summit will be developed to focus on the status of diversity, equity and inclusion with recommendations for future efforts at CCSU. A panel of faculty, staff and students will be selected to respond to the speakers. This will be followed by discussions at each of the tables with two questions to guide the discussions. Each table will report out to share thoughts and possible recommendations.
- The Commission will work in concert with the President to establish institutional diversity priorities and advise the President on Diversity, Equity and Inclusion progress and issues.
- All of these efforts are intended to create ongoing dialogue about the importance of diversity and how it is everyone's responsibility to help create a campus environment that is welcoming.

5. Development of a Vision for a Safe and Inclusive Central Connecticut State University

- This has taken place as part of the strategic planning process, and R. Barcelo is working with M. Ceppi and Y. Kirby to develop this strategic goal.

6. Partner with Faculty and Union Leaders to Achieve 100% Employee Participation in Title IX Training

- Z. Toro has begun discussions with faculty and union leaders regarding this item.
- G. Claffey will provide Z. Toro with a recommendation for a training system (including cost) within the next 30 days.
- Committee members will forward all training data to G. Claffey, who will collect, organize and send out a complete list by Friday.

7. Explore A New Model for Investigating Sexual Harassment, Bullying, and Sexual Misconduct on Campus and HR Complaints Rather Than a "Single Investigator" to Decrease Individual Bias or Conflicts of Interest

- Attorney Carolyn Magnan's report on this action item is included below.
- Following the recommendations included in the report, a search has been launched to hire an additional investigator for ODE and the investigative model recommended will be implemented.

8. Appoint a Work Group to Examine and Make Recommendations on Policies and Processes Related to Bullying

- Deadline was extended to October 15.
- The team discovered the topic of bullying can be extensive in scope. Bullying comes in many forms and among a variety of relationships.
- The team will provide examples of bullying and provide those examples to give individuals an understanding as to what bullying includes.
- The team will establish a process to report such behavior.

9. Determine How Best to Incorporate Education Material on Title IX, Bullying, and Civility into Student Programming

- Deadline was extended to October 1, 2019.
- “Bringing in the Bystander” was presented this summer to all freshmen who attended two-day orientation sessions.
- Records were kept as to who attended the session.
- Transfer students and freshmen who attended one-day sessions will complete the required training by an on-line module called, “Not Anymore.”
- Returning students will complete a module of “Not Anymore” to bring us in compliance with state law.
- The on-line program will track who attends.
- The notifications for trainings went out the week of September 2, 2019.
- This fall, process will be established to provide similar training to pre-college programs. Best practices will be incorporated into the training.

10. Analyze Programs Offered by Student Affairs’ Department on Topics Such As: Sexual Misconduct and Bullying, Among Others, to Leverage Efforts and Resources and Increase Effectiveness

- An inventory of all programs related to stalking, inter-personal relationship violence, sexual assault, bullying, hazing, and contributing factors provided through Student Affairs’ departments was taken.
- Programs on the same topics provided by the Office of Diversity and Equity was included.
- A list of who presents such programs will be provided for each program as a resource.
- A scaffolding of programs was established which will allow for trainings to build upon these topics. These trainings can be provided to students who have seen the basic training before, so the material is not the same but rather expands on the training on Title IX.
- Best practices will be reviewed and included within the scaffolding program.

11. Implement the Recommendations Contained in the report of Counseling & Student Development Reviewed with Special Attention to After Business Hours and Weekend Coverage

- Deadline was extended to November 1, 2019.
- Upon the arrival of the new Director for Counseling & Student Development, Dr. Michael Russo, the two of us will establish the protocol for emergency coverage.
- Training for use of the service will be created and provided to necessary departments.

12. Assess training programs and delivery modes

- Z. Toro charged R. Barcelo as the new lead for Item 12. R. Barcelo stated that she will work with the new Commission to get the assessment completed. The deadline for this item was moved to December 31<sup>st</sup>.

13. Review Operation of the Sexual Assault and Interpersonal Resource Team (SART)

- Attorney Carolyn Magnan's report on this action item is included below.
- As per the Connecticut law approved in 2014, President Toro will be appointing the members of SART based on recommendations from Attorney Magnan and Vice President Jasek.

14. Create a New Webpage to Keep the Internal and External Campus Community Informed on the Progress Made with Respect to the Above Action Items, Including Actions Implemented, As Well As to Gather Feedback as Needed

- In June, representatives of ODE, HR, Legal Affairs, and Information Technology met to review the existing web content. The websites of previous administrations were inventoried and reviewed and a new website we constructed which combined the major parts of the two disparate websites (see attached PDF). In July, the new ODE Vice President Dr. Barcelo was briefed on the status of the page and is working with the site to help reflect her specific message on the pages. Minus any customization from Dr. Barcelo, the new website is live and is accepting inquiries.

15. Develop and Support "Champions" to Lead the Transformation of the CCSU Campus Climate to Become A More Inclusive, Welcoming and Safe Environment

- The President is requesting that a diversity liaison be appointed by each School/College, Faculty Senate, Student Government Association, Affinity Groups

and Administrative Divisions by Fall 2019, who will serve as the “Champions” to lead CCSU to transform the university as more welcoming, inclusive and safe environment.

- Diversity liaisons will be a major initiative toward the development of a network of faculty, staff and students committed to promoting Diversity, Equity, and Inclusion at CCSU in a coordinated and collaborative manner that over the long run can enhance the campus culture in multiple ways.
- While each liaison will be responsible and a resource to their individual areas of responsibilities, they will provide important insights, knowledge and resources to institutional areas such as policies, outreach and retention efforts and more.
- Diversity liaisons will be trained from what resources exist to move the needle forward to transform the campus to identifying goals and priorities in concert with the President’s vision and priorities.
- Diversity liaisons will serve on the Commission on a two-year rotating basis.



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Central Connecticut State University

MEMORANDUM

To: President Zulma R. Toro

From: Carolyn A. Magnan   
University Counsel

Re: Sexual Assault Response Team (SART) Review

Date: August 19, 2019

As you requested, I have reviewed the functions of CCSU's SART team and spoken to representatives of similar teams at SCSU, WCSU and the University of Connecticut. Despite multiple attempts, I have not, however, been able to connect with ECSU's representative but I have reviewed the website for its team which it calls The Sexual Assault & Interpersonal Violence Response Team (SAIV-RT). My conclusion is that all of these teams function in a manner very similar to that of CCSU's team. One significant difference, however, is that the members of these teams have been appointed by the Presidents of their respective institutions since this is now required by statute. CCSU should revisit the membership of its SART team and the members should all be appointed by you. Note, however, that the membership of the team is largely prescribed by statute.

As you know, CCSU had a SART team in place for many years prior to the passage of the Connecticut law in 2014 that required institutions of higher education to have campus resource teams. It was initially called the Relationship and Sexual Violence Prevention Committee and was chaired by a former Vice President for Student Affairs, Dr. Peter Rosa. In 2014, Connecticut passed a law which is codified at 10a-55n. This law went into effect on July 1, 2014. As to the establishment and composition of the resource team, it provides:

- (a) Not later than January 1, 2015, each institution of higher education shall establish a campus resource team responsible for and with representatives from each of its campuses. The campus resource team shall consist of individuals selected by the president of each institution of higher education, including, but not limited to, (1) the institution's Title IX coordinator and chief student affairs officer, or their designees, (2) not less than one member from its (A) administration, (B) counseling services office, (C) health services office, (D) women's center, (E) special police force, campus police force or campus safety personnel, (F) faculty, (G) senior and mid-level staff, (H) student body, (I) residential life office, and (J) judicial hearing board, provided such entities exist on

campus, and (3) any other individuals designated by the president.

(b) Not later than January 1, 2015, the president of each institution of higher education shall invite at least one individual from each of the following to serve on its campus resource team: (1) A community-based sexual assault crisis service center; (2) a community-based domestic violence agency; and (3) the criminal justice system within the judicial district in which such institution of higher education is located, including, but not limited to, members of the state police and local police department and prosecutors employed by the Division of Criminal Justice.

It appears that the members who were on the SART team in 2014 just continued to serve on the team despite the new requirement that team members be Presidentially appointed.

The 2014 law also addresses the functioning of the resource team, providing that all members of the team be trained in the multiple areas described below.

(c) Each institution of higher education shall ensure that every member of the campus resource team is educated in (1) the awareness and prevention of sexual assault, stalking and intimate partner violence, and communicating with and providing assistance to any student or employee of the institution who is the victim of such assault, stalking or violence; (2) the sexual assault, stalking and intimate partner violence policies of such college or institution; (3) the provisions of Title IX of the Elementary and Secondary Education Act of 1972, 20 USC 1681 et seq., and the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, 20 USC 1092(f); (4) victim-centered response and the role of community-based sexual assault victim advocates; (5) the role and functions of each member on such campus resource team for the purpose of ensuring a coordinated response to reported incidences of sexual assault, stalking and intimate partner violence, as such terms are defined in section 10a-55m; and (6) communicating sensitively and compassionately with the victims of such assault, stalking or violence, including, but not limited to, an awareness of responding to victims with diverse cultural backgrounds, and providing services to or assisting in locating services for such victims. . . .

Further, it specifies that a resource team have the following role.

(d) Not later than July 1, 2015, the campus resource team shall review the sexual assault, stalking and intimate partner violence policies adopted by its institution of higher education in accordance with section 10a-55m and recommend to such institution protocols in accordance with such policies for providing support and services to any student or employee who reports being the victim of sexual assault, stalking or intimate partner violence. Such team shall meet not less than

once per semester to review such protocols and ensure that they are updated as necessary.

In my conversations and review of the web pages of the teams of other public universities in Connecticut, it was apparent that teams are conducting the training of its members and policy review required by statute but are also doing climate surveys, reviewing and sometimes preparing campus literature and reviewing and sometimes working on sexual assault prevention campaigns. Most teams have websites where resources for those wishing to report incidents involving sexual assaults are listed. Some teams identify their members but not typically for reporting purposes. Teams are not investigating or discussing individual cases due to confidentiality concerns. In short, most teams function much as CCSU's SART team has functioned.



## MEMORANDUM

To: President R. Zulma Toro  
*George McP*

From: Carolyn A. Magnan, Dr. Michael Jasek, Anna Suski-Lenczewski  
*Carolyn Magnan* *Michael Jasek*

Re: The Single Investigator Model

Date: September 4, 2019

As requested, this past spring a work group comprised of Dr. Michael Jasek, Vice President for Student Affairs, Anna Suski-Lenczewski, Chief Human Resources Officer, Carolyn Magnan, University Counsel, and Sarah Dodd, former Diversity Associate, met several times to examine the single investigator model used by the University to investigate complaints in some areas and possible alternatives to that model. We recommend that University move away from this model and that additional investigators be hired in the offices of Diversity and Equity and Human Resources so that the person who investigates a complaint and makes factual findings does not also decide whether or not these findings constitute misconduct or policy violations. The Office of Student Conduct (OSC) does not use the single investigator model since the person who investigates a complaint does not make the findings concerning student conduct violations since all cases that are not resolved by agreement are heard by Hearing Bodies who decide whether or not the Code of Conduct has been violated. Hearing Bodies consist of two to three individuals who are trained hearing officers.

The work group reviewed the processes used by both Human Resources and the Office of Diversity and Equity and established that one person typically does both the investigation of a complaint and makes both factual findings and, in the case of Human Resources, recommends disciplinary action and, in the case of Diversity and Equity, finds whether or not a University or BOR/CSCU policy has been violated. As noted above, this is not the case for the OSC. In the OSC, a potential conduct violation is investigated by an OSC staff person and, if the case is not resolved by that staff person during the investigation by means of an administrative agreement, the case goes before a Hearing Body who decides whether or not the Code of Conduct has been violated. The work group spoke to the pertinent offices at the University of Connecticut and the other Connecticut State Universities and, as at CCSU, all institutions are using the single investigator model in both their Human Resources and Diversity offices but not in Student Conduct.

As recommended by the Presidential Task Force on Sexual Misconduct, Bullying and Campus Climate, the work group reviewed the ATIXA models for Title IX investigations which include the following options: (a) one individual gathers the facts but makes no assessment of them and someone else makes the factual findings and decides whether there's been misconduct or policies have been violated, or (b) one individual gathers the facts, assesses the credibility of witnesses and someone else makes the factual findings and decides whether there's been misconduct or policies have been violated or (c) one individual gathers the facts, assesses the credibility of witnesses and makes factual findings and makes a recommendation concerning whether there's been misconduct or policy violations to someone else who decides whether there's been misconduct or policies have been violated. After careful consideration, it's the recommendation of the work group that the University adopt option (c). This will require additional staffing in Human Resources and the Office of Diversity and Equity and those staff should be management or confidential professional personnel.