

# Implementation of Title IX Working Group Recommendations: Progress Report

Updated September 2017

*Note: New information since the previous update appears in red.*

<b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Recommendation has been fully implemented <b>OR</b></li> <li>Recommendation required some actions at the beginning of the year and other actions that are year-long; the former have been completed and the latter are ongoing</li> </ul>
<b>INITIATED</b>	<ul style="list-style-type: none"> <li>Implementation work has begun</li> </ul>
<b>SCHEDULED</b>	<ul style="list-style-type: none"> <li>Recommendation involves activities that were intended to be implemented at a later date</li> </ul>

## 1. Title IX Team and Leadership

	Recommendation	Action steps completed to date
<b>1a</b>	Hire a full-time Title IX case manager <b>COMPLETED</b>	<ul style="list-style-type: none"> <li><a href="#">Kari Hohn</a>, a former staff member of the <a href="#">Minnesota Coalition Against Sexual Assault</a>, was hired and began her new position on September 19, 2016.</li> <li>Case Manager job description is now posted on the HR website (password-protected) with all other St. Olaf positions</li> <li>Description of Case Manager responsibilities has been incorporated in the college's <a href="#">Title IX policy</a> (Section I.B.2), in the <a href="#">Title IX Quick Guide</a> now distributed to all students at the beginning of the year, and on Title IX posters distributed around campus.</li> </ul>
<b>1b</b>	Establish multi-disciplinary core team comprised of selected members of the Title IX team for responding to reports of sexual misconduct ( <i>see also 3b, 3d</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Multi-disciplinary Core (COordinated REsponse) Team has been established:                             <ul style="list-style-type: none"> <li>Title IX Coordinator</li> <li>Associate Dean of Students for Residence Life</li> <li>Director of Public Safety</li> <li>Title IX Case Manager</li> </ul>                             The college's General Counsel provides ongoing legal advice and consultation.                         </li> <li>Intake and communication checklist has been prepared and is being used per Recommendation 3d</li> <li>Description of CORE Team composition and responsibilities has been incorporated in the college's <a href="#">Title IX policy</a> (Section I.B.3)</li> </ul>
<b>1c</b>	Publicly report the frequency and types of training completed by Title IX team members ( <i>see also 8c</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Document describing <a href="#">training</a> of Title IX team members has been posted on the Title IX website</li> </ul>
<b>1d</b>	Enhance the visibility and accessibility of	<ul style="list-style-type: none"> <li>Professional biographies, including Title</li> </ul>

	<p>Title IX team members</p> <p><b>COMPLETED</b></p>	<p>IX responsibilities, have been added to the information about each team member on the <a href="#">Title IX Team page</a></p> <ul style="list-style-type: none"> <li>• A Title IX link has been added to the footer of every page on the <a href="#">college website</a></li> <li>• A Title IX link has been added to the top of the page for the <a href="#">student portal</a>, the <a href="#">faculty/staff portal</a>, and the <a href="#">parent portal</a></li> <li>• A <a href="#">Title IX Quick Guide</a> with key links and a list of team members is now being provided annually to every new and returning student</li> <li>• Additional Title IX poster with photos of team members has been developed and distributed in numerous locations on campus</li> <li>• Several Title IX team members were introduced in person to entering class during Week One</li> <li>• Both a student-focused event and an employee-focused event were held on Thursday, October 27 (just prior to Halloween, a period of elevated risk for students).</li> <li>• Faculty/staff training on “What to do when a student tells you about sexual misconduct” led by Title IX Team was held on Tuesday, January 17, repeated on Tuesday, February 21, and repeated again for the entire faculty at the Faculty Meeting of April 6, 2017.</li> </ul>
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## 2. Title IX Policy Revisions

	Recommendation	Steps initiated or completed to date
2a	<p>Revise Title IX policy and training to improve understanding of affirmative consent</p> <p><b>COMPLETED</b></p>	<ul style="list-style-type: none"> <li>• Definitions of <i>affirmative consent</i>, as well as of <i>coercion</i> and <i>incapacitation</i>, have been clarified and expanded in the college’s <a href="#">Title IX policy</a> (Section III.C)</li> <li>• Wellness Center Peer Educators were trained on college’s enhanced definition of affirmative consent prior to Week One</li> <li>• Enhanced definition of affirmative consent was incorporated into first-year Bystander Intervention Training</li> </ul>
2b	<p>Update definitions of selected terms in college policy</p>	<ul style="list-style-type: none"> <li>• New definitions have been incorporated into the college’s <a href="#">Title IX policy</a> (Section</li> </ul>

	<b>COMPLETED</b>	III.C)
<b>2c</b>	Revise Title IX policy language to be gender-neutral <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>The entire policy has been re-written in gender-neutral language</li> </ul>
<b>2d</b>	Make the process of reporting less burdensome for Reporting Parties ( <i>see also 3f</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Expanded language about respectful treatment of individuals during the investigation and determination process has been added to college policy</li> <li><a href="#">Online form</a> that permits anonymous reporting has been developed and posted in several locations, including the <a href="#">Title IX home page</a> and the <a href="#">Report to the College</a> page</li> <li>Provisions for anonymous reporting in Section IV.C.5 of the college's <a href="#">Title IX policy</a> have been revised</li> </ul>
<b>2e</b>	Strengthen and explain the connection between the college's Title IX policy and policy prohibiting consensual relations between employees and students <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>A substantially expanded description of the college's consensual relations policy and its relationship to the college's Title IX policy has been incorporated into the college's <a href="#">Title IX policy</a> (Section III.C.2)</li> </ul>

### 3. Title IX Reporting and Intake Process

	Recommendation	Steps initiated or completed to date
<b>3a</b>	Establish a protocol for consistent communications with Reporting Party and Responding Party <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Protocol has been developed and is being used</li> <li>Extensive printed information packets have been developed for both Reporting Parties and Responding Parties, addressing a wide variety of topics such as support resources, the role of advisors, and the provisions of no-contact orders</li> </ul>
<b>3b</b>	Establish multi-disciplinary core team comprised of selected members of the Title IX team for responding to reports of sexual misconduct ( <i>see also 1b</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Multi-disciplinary CORE (COordinated Response) Team has been established: <ul style="list-style-type: none"> <li>Title IX Coordinator</li> <li>Associate Dean of Students for Residence Life</li> <li>Director of Public Safety</li> <li>Title IX Case Manager</li> </ul> The college's General Counsel provides ongoing legal advice and consultation. </li> <li>Intake and communication checklist has been prepared and is being used per Recommendation 3d</li> <li>Description of CORE Team composition and responsibilities has been</li> </ul>

		incorporated in the college's <a href="#">Title IX policy</a> (Section I.B.3)
<b>3c</b>	Engage Title IX team in initial assessment of every report of sexual misconduct <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• Multidisciplinary Core Team serves this function on behalf of the full Title IX team</li> <li>• Description of CORE Team composition and responsibilities has been incorporated in the college's <a href="#">Title IX policy</a> (Section I.B.3)</li> </ul>
<b>3d</b>	Develop intake checklist for consistent communication with both Reporting Party and Responding Party <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• Intake and communication checklist has been developed and is being used</li> </ul>
<b>3e</b>	Develop protocols for consolidated, consistent, and coordinated documentation of information and records for every report received <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• Protocols have been developed</li> <li>• <b>Comprehensive case management software has been purchased and is being implemented</b></li> </ul>
<b>3f</b>	Create a clear and user-friendly mechanism for anonymous reporting of sexual harassment or misconduct ( <i>see also 2d</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• A new <a href="#">online form</a> that permits anonymous reporting has been developed and posted in several locations on the college website, including the <a href="#">Title IX home page</a> and the <a href="#">Report to the College</a> page</li> </ul>
<b>3g</b>	Improve clarity and transparency of information about how to report sexual harassment or misconduct ( <i>see also 8d</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• <b>The provisions of <a href="#">college policy</a> with respect to reporting have been further expanded and clarified (Section IV)</b></li> <li>• A link to the <a href="#">new online reporting form</a> is included in the new college policy provisions (Section IV.C.5)</li> <li>• The <a href="#">Report to the College</a> page has been revised and simplified</li> <li>• A button linking directly to the <a href="#">new online reporting form</a> has been placed on the <a href="#">Title IX home page</a></li> <li>• A <a href="#">Title IX Quick Guide</a> with key links and information about reporting has been provided to every new and returning student, and this practice will be continued annually.</li> <li>• <a href="#">Flow charts</a> summarizing the key features of the reporting and initial support process have been developed and posted on the Title IX website.</li> </ul>

#### 4. Title IX Investigation and Determination Process

	Recommendation	Steps initiated or completed to date
4a	Continue to use trained and experienced investigators, relying primarily but not exclusively on external investigators <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• <a href="#">College policy</a> (Section VI.C.4) has been revised to state that “In most instances the College will retain an experienced external investigator to conduct the investigation.”</li> <li>• Several prospective new St. Olaf investigators have been identified and have completed initial training</li> </ul>
4b	Expand current policy provision for Reporting Party and Responding Party to review and respond to a preliminary report of the investigation by including option to respond orally <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• Revised provision has been incorporated into Section VI.C. 10 of <a href="#">college policy</a></li> </ul>
4c	Revise college policy so that investigators are also charged with making the determination of responsibility <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• Revised provision has been incorporated into Section VI.C.11 of <a href="#">college policy</a></li> </ul>
4d	Revise college policy to permit both Reporting Party and Responding Party to challenge the findings of the investigation with respect to the determination of responsibility <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• Revised provision has been incorporated into Section VI.C.13 of <a href="#">college policy</a></li> </ul>
4e	Create adjudication panel to determine sanctions and review appeals <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• The Vice President for Student Life and the Dean of Students have been designated as the adjudication panel</li> <li>• Revised provision has been incorporated into Section VI.C.12 of <a href="#">college policy</a></li> </ul>
4f	Continue to allow both parties to include advisor of choice in any investigative meeting or disciplinary proceeding <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• Information about advisors in <a href="#">college policy</a> (Section VI.A.5) has been amplified</li> <li>• Description of provisions for advisors and information about individuals who can serve as advisors is included in information folders for Reporting Parties and Responding Parties</li> </ul>
4g	Review and evaluate changes to the Investigation and Determination process at the end of the 2016-17 academic year <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• <b>The entire <a href="#">college policy</a> was reorganized and updated by the Title IX Coordinator, the Title IX Case Manager, and the General Counsel, and reviewed by the Title IX Team, in Summer 2017.</b></li> </ul>

## 5. Sanctioning in Title IX Cases

	Recommendation	Steps initiated or completed to date
5a	Establish sanctioning guiding principles <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Guiding principles for sanctioning have been incorporated into <a href="#">college policy</a> (Section VI.C.15)</li> </ul>
5b	Articulate factors to be considered when applying guiding principles to determination of sanctions in specific cases <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Factors to be considered in determining sanctions have been amplified and incorporated into <a href="#">college policy</a> (Section VI.C.15)</li> </ul>
5c	Release aggregate data on Title IX sanctions every three years ( <i>see also 6e</i> ) <b>SCHEDULED</b>	<ul style="list-style-type: none"> <li>The sanctioning data will be added to the new <a href="#">Statistics</a> page on the Title IX website, which provides aggregate data on incidents of sexual misconduct at St. Olaf and comparative data with other institutions. The first three-year report will be posted in Fall 2019.</li> </ul>

## 6. Accountability for Policy Implementation and Revision

	Recommendation	Steps initiated or completed to date
6a	Conduct periodic campus climate survey <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>The <a href="#">HEDS Sexual Assault Campus Climate Survey</a> was administered on campus February 20 - March 6, 2017, with a 29% response rate. Complete results, including comparison with aggregate results from other participating institutions and a response to the findings by the Title IX Team, will be provided to the college in Fall 2017.</li> </ul>
6b	Appoint and develop charge for faculty/staff/student Title IX Advisory Group <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Charge has been developed</li> <li><b>Advisory Group members for 2017-18 have been appointed:</b> <ul style="list-style-type: none"> <li>Student Government Association President</li> <li>A SARN Co-Chair</li> <li>A student representative from the Gay, Lesbian, or Whatever! (GLOW) student group</li> <li>A faculty member of the Student Life Committee</li> <li>A College Pastor</li> <li>Assistant Director of Student Activities for Wellness</li> <li>Athletics Senior Woman Administrator</li> </ul> </li> <li><b>The 2016-17 Advisory Group completed its review and report in May 2017.</b></li> </ul>
6c	Conduct annual (or more frequent) review of Title IX policy <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>Review is ongoing in light of working group report and new state statute</li> </ul>

6d	Maintain a website enabling members of the community to provide feedback and seek information <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• <a href="#">Working Group page</a> currently remains available on the <a href="#">Title IX website</a></li> <li>• <a href="#">Advisory Group page</a> created in Spring 2017 remains on the Title IX website and includes <a href="#">online feedback forms</a></li> </ul>
6e	Develop and implement annual communication plan concerning Title IX data and activities <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• <b>An annual communication plan prepared by the Title IX Coordinator in consultation with Marketing and Communications has been adopted by the Title IX Team.</b></li> <li>• <b>Many of the communication strategies outlined in the plan were already in effect. This includes the new <a href="#">Statistics</a> page on the Title IX website, with aggregate data on incidents of sexual misconduct at St. Olaf and comparative data with other institutions.</b></li> </ul>
6f	Publicize training completed by Title IX members and training/development opportunities for students and employees <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• New document describing <a href="#">training</a> of Title IX team members has been posted on the Title IX website</li> </ul>

## 7. Inclusivity and Accessibility of the Title IX Policy

	Recommendation	Steps initiated or completed to date
7a	Hire a Gender and Sexuality Center Coordinator <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• <a href="#">Sarah Joslyn</a> has been appointed Coordinator for Gender and Sexuality</li> </ul>
7b	Revise Title IX policy, website, training materials, and other written documents to reflect gender-neutral language <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• <b><a href="#">College policy</a>, <a href="#">website</a>, and <a href="#">written documents</a> have been reviewed and, where needed, revised to reflect gender-neutral language</b></li> </ul>
7c	Train Title IX team and other individuals with heightened responsibility on implicit bias <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• Implicit bias resources were used during search process for case manager</li> <li>• <b>Two implicit bias workshops have been held, one on May 24 and a second one on September 21, led by Dr. Anne Phibbs, formerly Director of Education for the University of Minnesota Office for Equity and Diversity, and now founder and president of Strategic Diversity Initiatives. More than 100 faculty and staff attended one of these two workshops, including all Title IX team members, all members of the President's Leadership Team, many other senior leaders, and heads of</b></li> </ul>

		<b>faculty and staff search committees.</b>
<b>7d</b>	Conduct periodic campus climate survey ( <i>see also 6a</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>The <a href="#">HEDS Sexual Assault Campus Climate Survey</a> was administered on campus February 20 - March 6, 2017, with a 29% response rate. Complete results, including comparison with aggregate results from other participating institutions and a response to the findings by the Title IX Team, will be provided to the college in Fall 2017.</li> </ul>
<b>7e</b>	Revise the Title IX policy and accompanying information to reflect plain language <b>COMPLETED</b>	<ul style="list-style-type: none"> <li><a href="#">College policy, website, and written documents have been reviewed and, where needed, revised to reflect gender-neutral language</a></li> <li><a href="#">Flowcharts</a> summarizing (and distinguishing between) the reporting and resolution processes have been posted on the Title IX website</li> </ul>

### 8. Availability and Quality of Support Services

	<b>Recommendation</b>	<b>Steps initiated or completed to date</b>
<b>8a</b>	Retain a professional coordinator for the Sexual Assault Resource Network (SARN) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li><a href="#">Erin Fredrick-Gray</a>, a member of the Boe House Counseling Center staff who is a licensed psychologist and a certified sexual assault advocate, has been appointed to serve as the St. Olaf staff supervisor for SARN.</li> <li>The HOPE Center's professional volunteer coordinator, who also provides the 40-hour training required of advocates, serves as the community coordinator for SARN.</li> <li>The Assistant Director of Student Activities for Wellness has also been assigned to serve as a consultant for SARN's educational programming.</li> </ul>
<b>8b</b>	Assign responsibility for connecting Reporting Parties and Responding Parties with on- and off-campus resources to the new Title IX case manager <b>COMPLETED</b>	<ul style="list-style-type: none"> <li><a href="#">Kari Hohn</a>, a former staff member of the <a href="#">Minnesota Coalition Against Sexual Assault</a>, was hired and began her new position on September 19, 2016.</li> <li>Case Manager job description is now posted on the HR website (password-protected) with all other St. Olaf positions</li> <li>Description of Case Manager responsibilities has been incorporated in the college's <a href="#">Title IX policy</a> (Section I.B.2),</li> </ul>



		in the <a href="#">Title IX Quick Guide</a> now distributed to all students at the beginning of the year, and on Title IX posters distributed around campus.
<b>8c</b>	Evaluate and enhance trauma-informed training of confidential resources <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• St. Olaf’s General Counsel, co-founder of <i>trainED</i> professional development programs on legal issues in higher education, provided training for confidential resources in College Ministry, Counseling Center, and Health Services in September 2016</li> <li>• Training was provided to SARN advocates and educators in October 2016 and will be repeated in Fall 2017</li> </ul>
<b>8d</b>	Provide Title IX brochures with information about reporting and resources to all students and employees ( <i>see also 3g</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• A <a href="#">Title IX Quick Guide</a> with key links and a list of team members has been posted on the Title IX website</li> <li>• As in Fall 2016, a physical copy of the Guide was waiting on the desks of all new and returning students when they arrived on campus in Fall 2017</li> <li>• The Quick Guide design was upgraded by a graphic designer</li> </ul>

### 9. Training for the Title IX Team and St. Olaf Community

	Recommendation	Steps initiated or completed to date
<b>9a</b>	Centralize Title IX training and education through the Title IX Coordinator or a designee ( <i>see also 6f</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• An Education and Prevention Subcommittee of the Title IX Team, led by the Title IX Case Manager, has been established. It includes the Dean of Students, the Vice President for Student Life, the Assistant Director of Student Activities for Wellness, a College Pastor, the Gender and Sexuality Coordinator, and students</li> </ul>
<b>9b</b>	Create additional training for first-years beyond the online <i>Think About It</i> program, focusing on the first six weeks of college <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• 100% of incoming first-year and transfer students completed <i>Think About It</i> prior to registration, providing a foundation for subsequent training</li> <li>• “What’s It All About” interactive theater was provided for all new students during Week One</li> <li>• Bystander training was provided for all new students during Week One</li> <li>• SARN talks in all residence halls are being held in the early fall</li> </ul>
<b>9c</b>	Expand and enhance annual training for all employees and students, including more	<ul style="list-style-type: none"> <li>• The college has contracted with the providers of the student training <i>Think</i></li> </ul>

	<p>opportunities for inclusive and in-person training <b>COMPLETED</b></p>	<p><i>About It</i>, for “refresher” training so it can be available on an unlimited basis to all students and employees</p> <ul style="list-style-type: none"> <li>• St. Olaf’s new General Counsel, co-founder of <i>trainED</i> professional development programs on legal issues in higher education, is providing in-person training for employees throughout the academic year</li> <li>• Faculty/staff training on “What to do when a student tells you about sexual misconduct” led by Title IX Team was held on Tuesday, January 17, repeated on Tuesday, February 21, and repeated again for the entire faculty at the Faculty Meeting of April 6. Similar opportunities will be provided in 2017-18.</li> </ul>
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### 10. Ensuring Adequate Communication and Transparency in the Title IX Process

	Recommendation	Steps initiated or completed to date
10a	<p>Provide clear and transparent information about how to make a report, access resources, and seek information about college processes (<i>see also 3g and 8d</i>) <b>COMPLETED</b></p>	<ul style="list-style-type: none"> <li>• Title IX posters have been developed and posted in key locations around campus; more are in preparation</li> <li>• A <a href="#">Title IX Quick Guide</a> with key links and a list of team members has been posted on the Title IX website and distributed to all new and returning students</li> <li>• The Report to the College page has been revised and simplified</li> <li>• A button linking directly to the new online reporting form has been placed on the Title IX home page</li> <li>• <a href="#">Flowcharts</a> summarizing (and distinguishing between) the reporting and resolution processes have been posted on the Title IX website</li> </ul>
10b	<p>Establish a protocol for consistent communications with Reporting Party and Responding Party (<i>reiteration of 3a</i>) <b>COMPLETED</b></p>	<ul style="list-style-type: none"> <li>• See information in 3a</li> </ul>
10c	<p>Publish results of campus climate survey (<i>see also 6a and 7d</i>) <b>INITIATED</b></p>	<ul style="list-style-type: none"> <li>• The <a href="#">HEDS Sexual Assault Campus Climate Survey</a> was administered on campus February 20 - March 6, 2017, with a 29% response rate. Complete results, including comparison with aggregate results from other participating institutions and a response to the</li> </ul>

		findings by the Title IX Team, will be provided to the college in Fall 2017.
<b>10d</b>	Develop and implement annual communication plan concerning Title IX data and activities ( <i>reiteration of 6e</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• See information in 6e</li> </ul>
<b>10e</b>	Revise the Title IX policy and accompanying information to reflect plain language ( <i>reiteration of 7e</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• See information in 7e</li> </ul>
<b>10f</b>	Maintain a website enabling members of the community to provide feedback and seek information ( <i>reiteration of 6d</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• See information in 6d</li> </ul>
<b>10g</b>	Publicly report the frequency and types of training completed by Title IX team members ( <i>reiteration of 1c</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• See information in 1c</li> </ul>
<b>10h</b>	Enhance the visibility and accessibility of Title IX team members ( <i>reiteration of 1d</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• See information in 1d</li> </ul>
<b>10i</b>	Create and develop charge for faculty/ staff/ student Title IX Advisory Group ( <i>reiteration of 6b</i> ) <b>COMPLETED</b>	<ul style="list-style-type: none"> <li>• See information in 6b</li> </ul>