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TITLE IX OFFICERS

Dear Title IX Officers:

The California State Auditor (CSA) today released its report on the University of California's response to sexual violence and sexual harassment (SVSH) complaints. The report recognizes some of the significant progress UC has made in the areas of outreach, prevention, and response, and acknowledges in particular that the rise in SVSH reports is an encouraging reflection of improvements in our processes. We greatly appreciate your dedication to combatting SVSH and building a safer, more respectful UC community.

We have accepted all of CSA's recommendations to the Office of the President and believe they will further improve our SVSH policies and procedures. Your continued collaboration and good work will ensure that UC not only addresses the State Auditor's recommendations, but that we advance our shared goals: fostering a culture of safety, respect, and accountability; providing clarity, fairness, and timeliness in case resolutions; ensuring sanctions are commensurate with substantiated conduct; and improving consistency of prevention and response efforts across the UC system.

To ensure the University meets CSA's expectations within its specified timeframes, the Systemwide Title IX Office will move swiftly to establish a comprehensive strategic plan, and revise the SVSH policy and related procedures. As those time-intensive measures require extensive consultation and deliberation, it is imperative that we take more immediate interim steps to shore up UC's response to SVSH. Your partnership will be critical in the following:

- **Address discipline for faculty and staff.** Between now and September 2018, the Systemwide Title IX Office will communicate with your Chancellors and chief human resource officers about the necessity of consulting with you to ensure sanctions for faculty and staff respondents are commensurate with substantiated conduct, and of subsequently sharing disciplinary outcomes with you. It is important that you work with your location's leadership to establish a process for this consultation and communication early in the 2018-19 academic year. Further, the Systemwide Title IX Office will launch a regular review of cases involving faculty respondents to begin assessing whether we are making necessary improvements in consistency and timeliness. The office will share the results with our colleagues in the Academic Senate so that they can take responsive action, particularly with regard to timelines, as appropriate.
- **Develop and implement interim frameworks.** In early fall 2018, following consultation with you, the Systemwide Title IX Office will develop and share interim frameworks to:

- Clarify the informal resolution process. To ensure fairness and timeliness of informal resolutions, these procedures will require your offices to resolve cases within an established timeframe, provide complainants and respondents written notice of their rights, appropriately engage you in decisions, and consistently document and communicate outcomes.
- Address the timeliness of formal investigations. To improve the timeliness and transparency of formal investigations, these new procedures will establish a standard length for extensions and define the circumstances under which they may be granted. They will also require that your offices consistently inform parties of anticipated timelines, and follow defined protocols for requesting, approving, communicating, and documenting extensions.

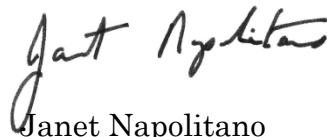
It will be important that you implement the frameworks promptly following their development. Your timely feedback on their effectiveness will be critical as the Systemwide Title IX Office establishes permanent changes.

- Leverage valuable data. Between now and September 2018, the Systemwide Title IX Office will refine the nature and parameters of the specific data required from your locations to enable the office to identify and respond to patterns and trends, assess consistency and timeliness, and promote transparency. We appreciate your continuing efforts to support this undertaking by the Systemwide Title IX Office.

With great intention, the Office of the President will continue strengthening the Systemwide Title IX Office to better support your important work and ensure equity, accountability, and consistency across the system. The systemwide office's thoughtful and expeditious development of a strategic plan will clarify its role and mission and amplify its effectiveness.

As UC's understanding of best practices in this complex area evolves, we will continue working closely together to make sure our processes are clear, fair, and just. The Systemwide Title IX Office looks forward to your collaboration and contributions as we make these important advances. Because of your unwavering efforts, the University has made great strides and will continue to build upon that substantial progress. Thank you for your leadership and for the challenging and important work you and your staff do every day.

Yours very truly,



Janet Napolitano
President



Suzanne Taylor
Interim Systemwide Title IX Coordinator