MILLER, TRACY, BRAUN, FUNK & MILLER, LTD. presents

Understanding and Implementing the New Title IX Regulations:

Roles, Responsibilities, and Legal Compliance

December 8, 2020

Regional
Office of
Education
#12



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Understanding and Implementing the New Title IX Regulations:

Roles, Responsibilities, and Legal Compliance December 8, 2020

Agenda

Presented by Brandon Wright Miller, Tracy, Braun, Funk & Miller, Ltd.

9:00 – 9:15	Sexual Harassment, History of Title IX, and Recent Litigation
9:15 - 9:45	Overview of the Roles of Title IX Personnel
9:45 - 10:00	Prevention and Response to Sexual Harassment
10:15 - 10:45	The Definition of Sexual Harassment and the Scope of Educational Programs and Activities
10:45 - 11:15	How to Serve Impartially, Conflicts of Interest, and Bias
11:15 - 11:45	Issues of Evidence, Relevance and Other Protections
12:30 - 1:00	Notice of a Complaint and Supportive Measures
1:00 - 1:20	The Investigation Process
1:20 - 1:40	The Written Decision
1:55 - 2:15	Review of the Investigation and Grievance Process
2:15 - 2:30	Appeals
2:30 - 2:45	Facilitating Informal Resolution
2:45 - 3:00	Putting It Together and Putting it in Practice: Next Steps

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SEXUAL HARASSMENT Title IX of the Education Amendments of 1972 protects people from discrimination based on sex in education programs or activities that receive Federal financial assistance. Title IX states: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance. $M_{\mathbb{N}}^{\mathbb{N}}T_{-}$

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SEXUAL HARASSMENT Nearly 50% of grade 7-12 students reported experiencing sexual harassment since 2011. ❖ Yet, OCR noted in 2014 that 67% of school districts had zero records of allegations of sexual harassment. M#T 10



SEXUAL HARASSMENT Increase in Ed Department Open Title IX Investigations from 2011 to 2019: Man April 4, 2011

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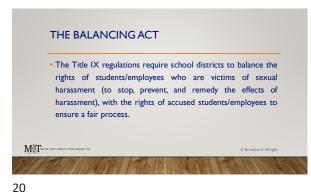


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LEGAL FRAMEWORK • "The Gebser/Davis framework is the appropriate starting point for ensuring that the Department's Title IX regulations recognize the conditions under which a school's response to sexual harassment violates Title IX. Whether the available remedy is money damages (in private litigation) or termination of Federal financial assistance (in administrative enforcement), the Department's regulations must acknowledge that when a school itself commits sex discrimination, the school has violated Title IX." MaT-







IT'S NOT OVER • While the Biden vowed back in May to put a "quick end" to the new Title IX rules, it isn't that simple. • These rules took 4 years in the Administrative Rulemaking Process—2 years in writing and development and then 2 years in "notice and comment" · New notice and comment to change; · Legislation (unlikely as it stands); Non-enforcement by Department of Education—However, that does not stop a court from enforcing, just OCR. MIT.

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TERMS USED IN REGULATIONS • Respondent = Accused Complainant = Victim/Accuser • Recipient = School receiving federal funds MaT-

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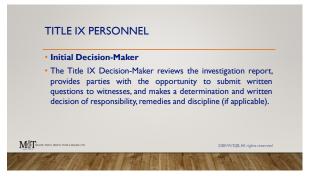


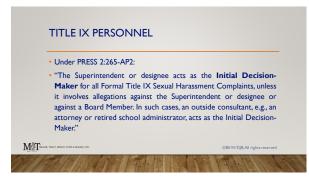
TITLE IX PERSONNEL • Title IX Coordinator • The Title IX Coordinator is the individual designated by the school district to coordinate compliance with Title IX, including overseeing all sex discrimination complaints and identifying and addressing any patterns or systematic problems that arise during the review of such complaints. M#T

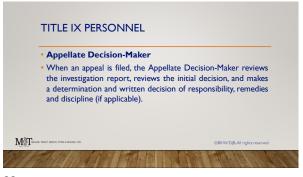
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TITLE IX PERSONNEL The Investigator is the person that conducts the investigation once a formal complaint is filed. Conducts impartial interviews of the complainant, respondent, witnesses and other interested Ensures the burden of proof is on the school and not the parties. Collects evidence such as, but not limited to, statements, documents, text messages, chats, video audio and photographs. Prior to completion of the investigative report, sends to the Complainant, the Respondents and the Advisors the evidence collected so that they can inspect, review and provide comments. Prepares a written investigative report fairly summarizing the relevant evidence. Sends the investigative report to the Complainant, Respondent and the Decision-Maker. MaT-

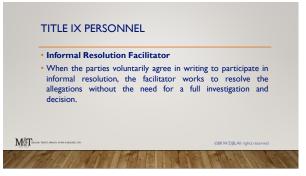






- Under PRESS 2:265-AP2:
- Appellate Decision-Maker – An individual or group, e.g., a Board-appointed appeal examiner or the Board, which reviews an appeal of the Initial Decision-Maker's determination regarding responsibility or a dismissal of a Formal Title IX Sexual Harassment Complaint. The Appellate Decision-Maker cannot be the same person as the Initial Decision-Maker, the Investigator, or the Title IX Coordinator. The Appellate Decision-Maker must be free from conflicts of interest or bias against complainants and respondents generally or against an individual Complainant or Respondent, and must be trained to serve impartially.

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Preserved

**Deciding which role for which individual –

**Can the Title IX Coordinator be an investigator?

**Yes, but not on a complaint where they facilitated informal resolution or have a conflict of interest.

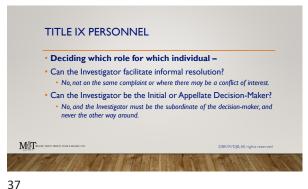
**Can the Title IX Coordinator be the Initial or Appellate Decision-Maker?

**No, and the Title IX Coordinator should be the subordinate of the decision-maker, and never the other way around.

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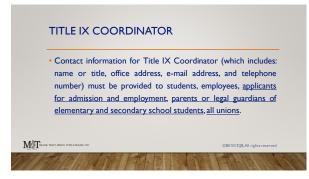
TITLE IX PERSONNEL • Title IX Coordinator • Investigator(s) Who will fill these Initial Decision-Maker roles in your school district? Appellate Decision-Maker Informal Resolution Facilitator MIT

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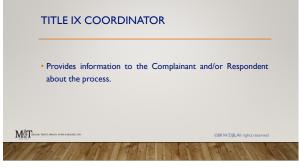




* Receives reports and formal complaints of Title IX Sexual Harassment.

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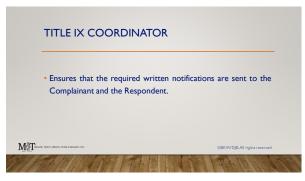


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Document: If a recipient/school does not provide a complainant with supportive measures, then they must document the reasons why such a response was not clearly unreasonable in light of the known circumstances. Thus, if a Title IX Coordinator determines that a particular supportive measure was not appropriate even though requested by a Complainant, the recipient must document why the recipient's response to the complainant was not deliberately indifferent.







A recipient must maintain for a period of seven years_records of —

• Each sexual harassment investigation including any determination regarding responsibility and any audio or audiovisual recording or transcript. ... any disciplinary sanctions imposed on the respondent, and any remedies provided to the complainant...;

• Any appeal and the result therefrom; and

• All materials used to train Title IX Coordinators, investigators, decision-makers, and any person who facilitates an informal resolution process. A recipient must make these training materials publicly available on its website, or if the recipient must make these materials available upon request for inspection by members of the public.

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Peciding which role for which individual —

Can the Title IX Coordinator be an investigator?

Yes, but not on a complaint where they facilitated informal resolution or have a conflict of interest.

Can the Title IX Coordinator be the Initial or Appellate Decision-Maker?

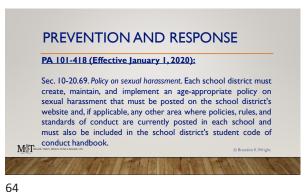
No, and the Title IX Coordinator should be the subordinate of the decision-maker, and never the other way around.

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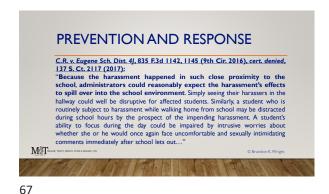




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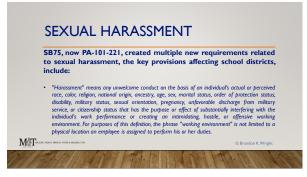
SEXUAL HARASSMENT

SB75, now PA-101-221, created multiple new requirements related to sexual harassment, the key provisions affecting school districts, include:

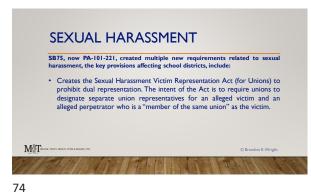
• Creates the Workplace Transparency Act:
• Limits employment agreements from restricting employees from reporting allegedly unlawful practices.

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SEXUAL HARASSMENT

SB75, now PA-101-221, created multiple new requirements related to sexual harassment, the key provisions affecting school districts, include:

 Amends the Victims' Economic Security and Safety Act (VESSA) to add "gender violence" as grounds for VESSA protection and leave; also updates list of 'electronic communication' to include online platforms and social networks; and defines gender violence.

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PREVENTION AND RESPONSE

• Every employer in the State of Illinois is required to provide employees with annual sexual harassment prevention training that complies with section 2-109 of the Illinois Human Rights Act ("HRA").

• All employees regardless of their status (i.e. short-term, part-time, or intern) must be trained.

• If an employer has an independent contractor working on-site with the employer's staff, the independent contractor should receive sexual harassment prevention training.

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PREVENTION AND RESPONSE

1. Develop, implement and regularly communicate the employer's sexual harassment policy.

2. Provide training for administrators, employees, and students on sexual harassment prevention.

3. Ensure clear communication on how to report incidents of sexual harassment or conduct of a sexual nature.

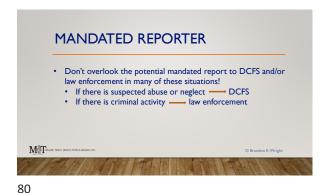
PREVENTION AND RESPONSE

4. Administrators should monitor their environment to ensure the school is free of sexual harassment – both employee and student.

5. Administrators must lead by example and model appropriate conduct – refrain from engaging in conduct of a sexual nature.

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SEXUAL HARASSMENT A male bus driver asks a female bus driver on a date. She says no. He brings her flowers and asks again the next day. She says no. He corners her in the break room before the morning route to ask her why she won't date him and won't let her leave until she says yes. Is this a Title IX issue?

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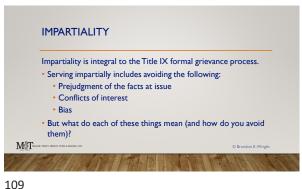




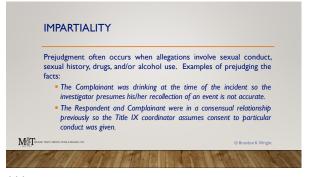




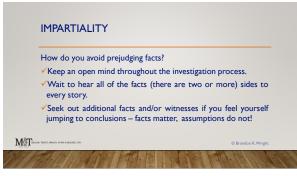
TITLE IX PERSONNEL TRAINING • Training of Title IX personnel must include training on: • the definition of sexual harassment in the Final Rule, the scope of the school's education program or activity, how to conduct an investigation and grievance process including hearings, appeals, and informal resolution processes, as applicable, and how to serve impartially, including by avoiding prejudgment of the facts at issue, conflicts of interest, and bias. · Schools must ensure that decision-makers receive training on any technology to be used at a live hearing, if applicable. MT



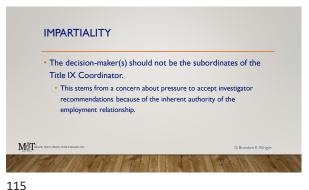


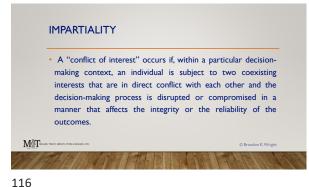






IMPARTIALITY Ms. Jones is an investigator who conducts Title IX investigations for the school district. Ms. Jones frequently makes statements to her colleagues regarding how provocatively female students on campus dress and that they are "asking" for others to catcall and give them attention. In the case at hand, a female Complainant, who was wearing a crop top during class, reported that her lab partner made sexually harassing comments to her during a lab. In terms of prejudgment of the facts, would you be concerned about Ms. Jones impartiality? MT

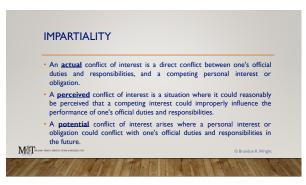






IMPARTIALITY • The Title IX Coordinator is close family friends with a Complainant's parents. · The Investigator and Respondent attend the same church. • The Decision-Maker is on the Board of the local SAFE (Sexual Assault and Family Emergencies) Board of Directors. · The Investigator shares news articles on their personal social media with their own commentary that women lie for attention about sexual assault. M#T

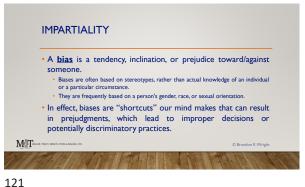
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IMPARTIALITY · Actual Conflict: The Title IX Decision-maker's daughter is the Respondent in a sexual assault case. · Perceived Conflict: The Title IX investigator previously had a relationship with the family member of the Respondent. · Potential Conflict: The Title IX Coordinator and Complainant cochair a community organization and socialize outside of work on occasion. MT

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IMPARTIALITY • Examples of Bias: · When talking with Title IX Complainants, the Title IX Coordinator begins each initial meeting by asking who the Respondent is and what "he" did to the Complainant (assuming the Respondent is a male). · A Title IX Decision-maker finds a Respondent in a case more credible than a Complainant because the Respondent speaks "perfect English" while the Complainant, who only knows English as a second language, does not. M#T----



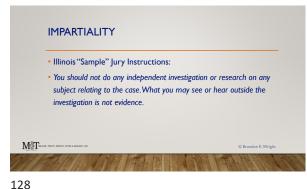
IMPARTIALITY · Understanding bias is particularly important in the Title IX context because: Most evidence is circumstantial rather than direct · There are social stigmas associated with sex, alcohol, and drugs · Improper sex-based bias is prevalent and prevents reliable outcomes · There are also potential biases related to economic status, gender, race/ethnicity, and academic standing M#T

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IMPARTIALITY • Illinois "Sample" Jury Instructions: • Facts may be proven by evidence or reasonable inferences drawn from the evidence. Evidence consists of the testimony of witnesses you will hear and of exhibits you will read. You should consider all the evidence without regard to which party produced it. You may use common sense gained from your experiences in life, in evaluating what you see and hear during the investigation. $M_{\mathbb{N}}^{\mathbb{N}}T_{-}$













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TITLE IX PERSONNEL TRAINING

Training of Title IX personnel must include training on:

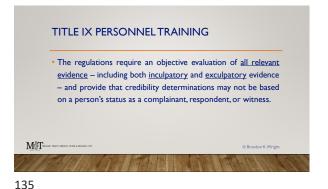
• the definition of sexual harassment in the Final Rule,

• the scope of the school's education program or activity,

• how to conduct an investigation and grievance process including hearings, appeals, and informal resolution processes, as applicable,

• and how to serve impartially, including by avoiding prejudgment of the facts at issue, conflicts of interest, and bias.

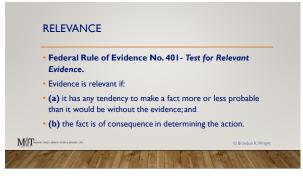
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Related-to
Investigator must collect all evidence that is related to the allegations whether or not relevant (excluding evidence subject to privilege, medical records)

Relevant
Relevant
Relevant evidence is all evidence related to, except that which is protected under the rape shield provisions (and not otherwise privileged, medical records)

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PRELEVANCE

The relevance standard is pretty easy to meet.

It just asks if whether the "evidence" is likely to make the allegation more or less true. While there are other concerns, like whether it might be privileged or hearsay, nearly everything that actually relates to allegation is relevant.







RAPE SHIELD PROTECTIONS

Questions and evidence about the Complainant's prior sexual behavior are NOT RELEVANT, unless offered to prove

"Mistaken Identity": that someone other than the respondent committed the conduct alleged by the complainant, or

Consent: concern specific incidents of the complainant's prior sexual behavior with respect to the respondent and are offered to prove consent.

Note that questions about a Complainant's predisposition are never allowed, they are not subject to the exception.

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PRIVILEGED EVIDENCE

Treatment records from doctor, psychologist, or any other health or mental health provider may not be used without prior written consent of the party.

Treatment Treatment and August 100.

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EVIDENCE GATHERING

 Evidence is likely to include physical documents, electronic records, witness statements, and interviews with witnesses.

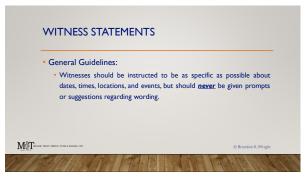
 Testimony is evidence, and is oftentimes the most important evidence.

Proceedings

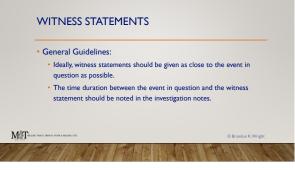
Contraction

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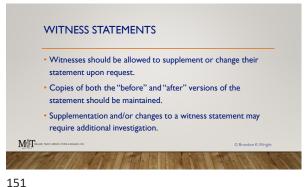


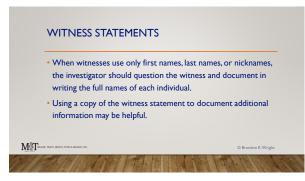
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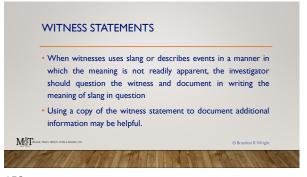


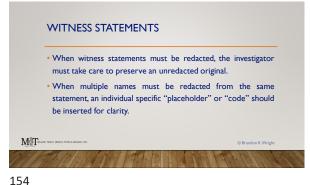
WITNESS STATEMENTS

 General Guidelines:
 The investigator should note when and where the statement was given and who was present.
 The investigator should note whether witnesses had an opportunity to discuss events among themselves before giving statements.

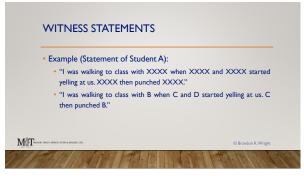








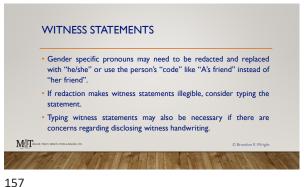
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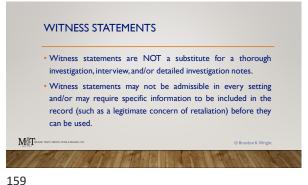
WITNESS STATEMENTS · When multiple witness statements reference the same event, the redaction codes should be standardized across all statements. • This means, B should be used across all statements to mean the same $M_{\mathbb{N}}^{\mathbb{N}}T_{-}$

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CONDUCTING INTERVIEWS · Consider who should be present during interview: · Note taker? -would not necessarily require Title IX training Additional trained investigator? Social worker/counselor? –trauma informed Be very careful to not stack the table with "authority" that may overwhelm or frighten witne · Consider whether additional individuals must or should be included in the interview (parents or union representation). M#T-



CONDUCTING INTERVIEWS Sample of general questioning:

What happened?

When did it happen?

Where did it happen?

Where did it happen?

If a wimesa, do you know what is alleged to have happened? — If so, where were you when it happened? when it appeared:

If a witness, do you know the respondent and complainant? – If so, how long have you known them and how would you describe them (friend, acquaintance)?

Have to talked to others about what happened? Who and when?

Did you write down what happened? (dary [video or otherwise], notes, blog)

Have you posted or seen anything posted on social media about this incident? $M_{\mathbb{N}}^{\mathbb{N}}T_{-}$

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Avoid making assumptions

Ask follow-up questions

Slow and deliberate questions produce better information

Avoid being accusatory

Avoid anything that resembles an interview or interrogation from a TV drama.

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CONDUCTING INTERVIEWS

- Take notes
- Take Notes
- TAKE NOTES
- TAKE NOTES!!!!

Write your interview summaries in narrative form so you can easily include them in the report.

Be consistent in terminology – clarity is key.

Be clear as to the source of information – compare:

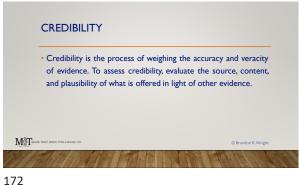
"Bob stated that this happened."

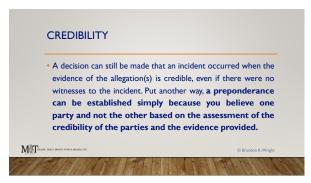
"This happened."











CREDIBILITY · Credibility is best established through corroboration, which is provided through sufficient independent evidence to support the facts at issue. · Corroboration is not merely a second witness who agrees with the first witness, because for instance, they could be lying to support each other. Rather, it is evidentiary support for what a witness contends after evaluating source, content, and plausibility. $M_{\mathbb{N}}^{\mathbb{N}}T_{-}$









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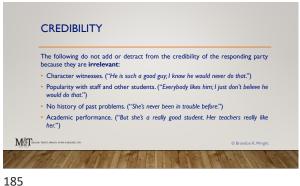








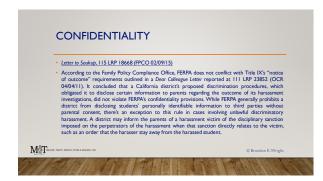




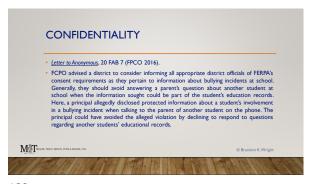


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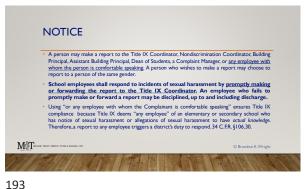


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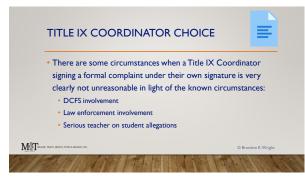


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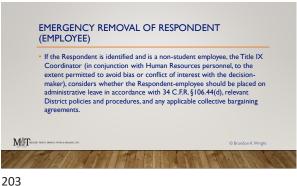






EMERGENCY REMOVAL OF RESPONDENT (STUDENT) Before removing a Respondent-student on an emergency basis, conducts an individualized safety and risk analysis to determine whether removal is justified by an immediate threat to the physical health or safety of any student or other individual arising from the sexual harassment allegations. See 4:190-AP2, Threat Assessment Team If the Respondent-student is removed on an emergency basis: Provides the Respondent-student with written notice and an opportunity to challenge the decision immediately following the removal; and Follows requirements set forth in 105 ILCS 5/10-22.6. M#T-

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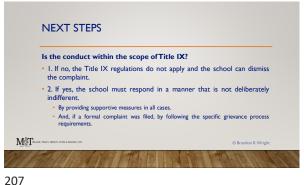


DISMISSING FORMAL COMPLAINTS • If the allegations in the formal complaint do not meet the definition of sexual harassment or did not occur in the school's education program or the activity was not against a person in the United States, the school <u>must</u> dismiss the allegations under Title IX, but the school can still address the allegations in any manner appropriate under the school's own code of conduct. At the time of filing a formal complaint, a complainant must be participating in or attempting to participate in the education program or activity of the school with which the formal complaint is filed. Graduates? M\T--





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WHO SHOULD INVESTIGATE? AND OTHER PRE-**INVESTIGATION CONSIDERATIONS** • The investigator, as already mentioned, needs to have adequate training to conduct the investigation and should be free of bias or conflicts of interest. • Title IX Coordinator = Dispatch when you call 911 • Investigator = Detective investigating the case • Decision-maker = Judge MT----



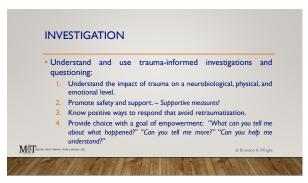


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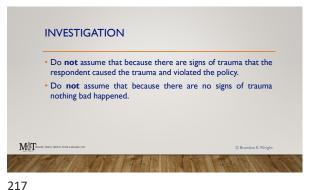




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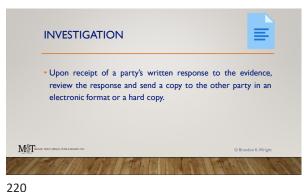












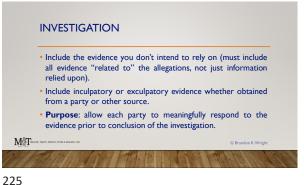


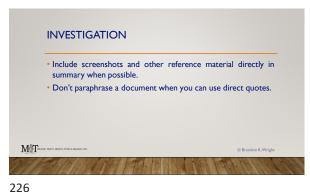




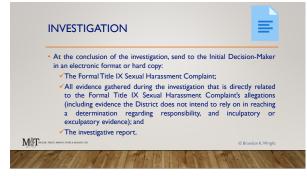


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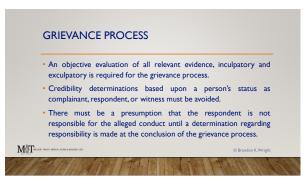






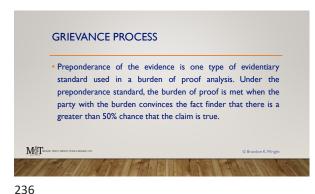


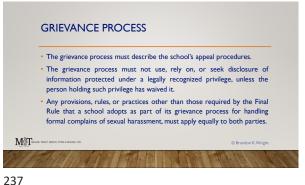
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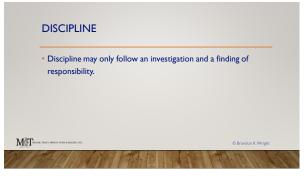


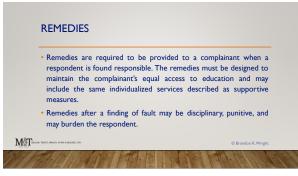


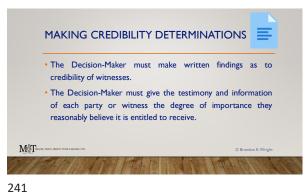


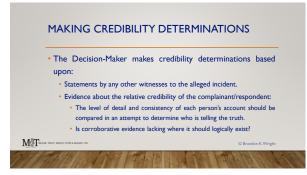


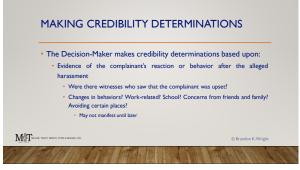


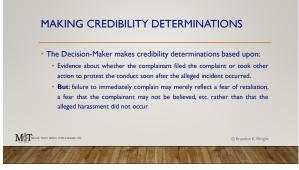




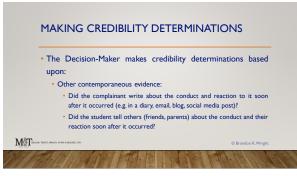






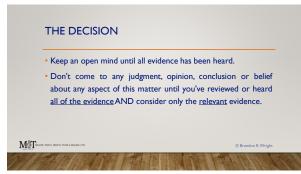


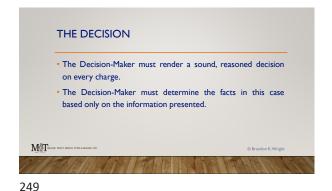
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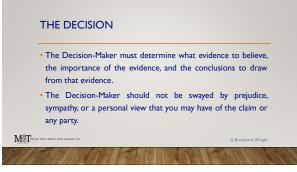


THE DECISION · Because the written decision must include findings of fact, along with rationale for the decision, it cannot be generic or nonspecific. • Details in the written decision are what will prevent and ease questions of the decision's validity. MaT-

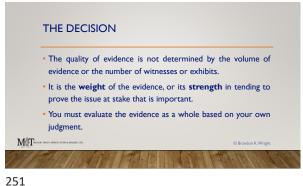








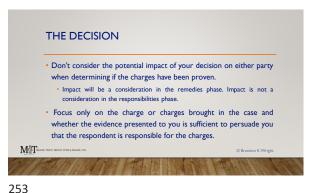
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• Look to all the evidence in total, make judgments about weight and credibility, and then determine whether or not the burden has been met.

• Include the burden in the final written decision.

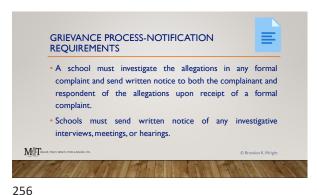
• "The preponderance of the evidence has been met because..."

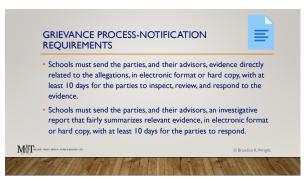




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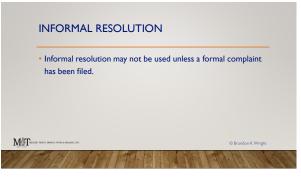


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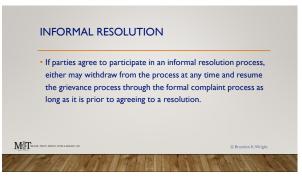








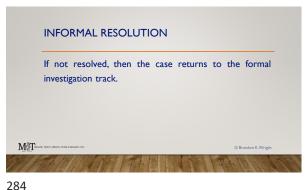






INFORMAL RESOLUTION (I) Separate the People and the Issues. Understand the other's experiences · Identify misconceptions Allow for the communication of emotions (2) Focus on interests. - "Your position is something you have decided upon. Your interests are what caused you to so decide." - Parties need to share interests with one another (3) Generate options to address interests MT





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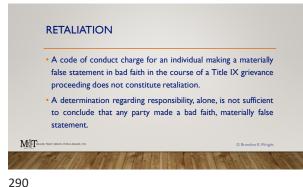


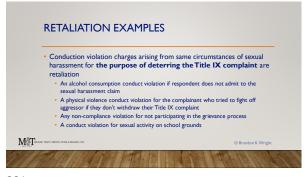




RETALIATION The exercise of rights protected under the First Amendment by a party does not "(A) recipient should not, under the guise of confidentiality concerns, impose prior restraints on students' and employees' ability to discuss the allegations under investigation, for example with a parent, friend, or other source of emotional support, or with an advocacy organization. A party's right to publish articles and essays criticizing the handling of the Title IX investigation or approach to Title IX is protected, as long as it is consistent with the First Amendment. $M_{\mathbb{N}}^{\mathbb{N}}T$







TITLE IX • Definition of sexual harassment and the scope and application of Title IX is significantly narrowed under the new regulations. The formal grievance process is triggered only upon the filing of a formal complaint and only if within the strict definition, scope and jurisdiction of the rule. M#T

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TITLE IX · District Obligations: Update district policies · Address complainant and provide supportive measures · Mandatory reporting · Informal resolution Investigation • Formal grievance process: - Notice - Report - Decision - Appeal $M_{\mathbb{N}}^{\mathbb{N}}T$

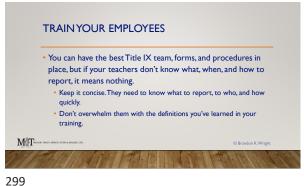
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TITLE IX PERSONNEL One of the biggest challenges that small to mid-sized schools will encounter is whether the Title IX Coordinator will also be EITHER the investigator or informal resolution facilitator. There are benefits to both. · Successful informal resolution Good for schools—time and resource into Good for participants—more focused on what participa Title IX Coordinator also serving as investigator MIT.



LGBTQ+ PROTECTION • The Seventh Circuit has held that Title IX encompasses discrimination on the basis of gender identity under a sex-stereotyping theory (which would encompass sexual orientation as well). Whitaker v. Kenosha Unified Sch. Dist. No. 1 Bd. of Educ., 858 F.3d 1034, 1049 (7th Cir. 2017) · If you've heard a student is being bullied at school because of their gender identity or sexual orientation, you may have a bigger issue than just bullying. It can become a Title IX issue. Further, something like a teacher repeatedly using a transgender student's dead name or incorrect pronouns can become a Title IX issue quickly. MaT-



BE PREPARED TO TALK TO PARENTS ABOUT TITLE IX

• Especially parents of complainants/victims

• Timeline for discipline is LONG (6 weeks is expected—more is very possible)

• Their previous encounters with school discipline not representative of Title IX processes.

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Public Act 101-0221 requires Illinois employers to train employees on sexual harassment prevention by December 31, 2020, and on an annual basis thereafter.

Employers must either develop their own sexual harassment prevention training program that equals of exceeds the minimum standards outlined in Section 2-109(B) of the Illinois Human Rights Act, or they may use the model training provided by IDHR.

Use this training opportunity to reinforce what needs to be reported to Title IX Coordinator, if you have not already completed the training. If you have, take a little time at your next meeting or all-employee email (don't forget your cafeteria staff, bus drivers, and coaches not otherwise employed by the District).

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TITLE IX

• Title IX Regulations (Published May 6, 2020; Effective August 14, 2020) regarding sex discrimination, sexual harassment, and sexual assault.

• Adopt PRESS Policy (and Procedures) ASAP

• Handbooks – any need to update, particularly contact info?

• Title IX Coordinator + Publish Contact Info

• Grievance and Complaint Investigation Procedures

• Both Employee and Student Complaints

• TRAINING, TRAINING

TRAINING, TRAINING

O Brandon K. Wright



Step-By-Step Through the Title IX Process

- #1: Incident Report received by Title IX Coordinator.
- #2: Report reviewed and contact made with -
 - Complainant, if known
 - Parent/legal guardian
 - If applicable, DCFS and/or law enforcement
- #3: The Title IX Coordinator must promptly contact the complainant confidentially to discuss:
 - 1. The availability of supportive measures
 - 2. Consider the complainant's wishes with respect to supportive measures
 - 3. Inform the complainant of the availability of supportive measures with or without the filing of a formal complaint
 - 4. Explain to the complainant the process for filing a formal complaint
 - 5. Also, review and any other applicable policy, such as grievance process for employees under employee contract or student code of conduct disciplinary process
 - 6. Recommend giving the complainant a summary of this information in writing
- #4: If a formal complaint is received by the school from the Complainant or Complainant's parent, the Title IX Coordinator should:
 - Review the allegations and if the allegations in a formal complaint do not meet the
 definition of sexual harassment in the Final Rule, or did not occur in the school's
 education program or activity against a person in the United States, the school must
 dismiss such allegations for purposes of Title IX but may still address the allegations in
 any manner the school deems appropriate under the school's own code of conduct or
 any other non-Title IX disciplinary policy.
 - If there is sufficient information available to the school to conclude that the allegations do meet the definition of sexual harassment and did occur in the school's education program or activity against a person in the United States, then the Coordinator should re-discuss with Complainant and their parents the grievance process and explain the informal resolution process as an option.
 - If the Title IX Coordinator determines that it would be clearly unreasonable not to do so, the Title IX Coordinator may sign a formal complaint with the Title XI Coordinator's own signature.
- #5: Notify the Respondent and the Respondent's parents of the filing of a formal complaint:
 - Explain grievance process and the informal resolution process
 - Offer supportive measures
 - Discuss no contact directive/orders (if applicable)
- #6: If Complainant or Respondent wants to pursue the informal resolution process, determine if the other party wants to voluntarily engage in the informal resolution process as well.
 - If so, then identify an impartial, neutral, trained party to serve as the informal resolution facilitator and assign the matter.
 - Provide the name and information about the informal resolution facilitator to see if either party can state if there is a basis as to why the person selected cannot be fair and impartial or is biased. If the informal resolution facilitator is going to be the Title IX Coordinator, they may not serve as the investigator.

- Obtain written consent of the parties to participate in informal resolution
- Informal resolution is not available if the allegation involves an employee and a student
- Upon reaching an agreement in the informal resolution process, it should be put in writing, reviewed by both parties, and signed by both parties.
- #7: If neither party wants to pursue the informal resolution process, then begin the formal investigation into the incident and issue a Notice of Investigation that states the nature of the complaint, when the complaint was received, what school district policies are alleged to have been violated and who is conducting the investigation.
 - Identify an impartial, neutral, trained party to serve as the investigator and assign the matter.
 - Provide the name and information about investigator to see if either party can state if there is a basis as to why the person selected cannot be fair and impartial or is biased.
- #8: Provide the Investigator with access to all relevant information and contact information for witnesses.
 - Once completed, share the draft Investigation Report at the same time with the parties, including a copy of all evidence related to the allegations. Allow 10 days for parties to provide a response.
 - Issue final Investigation Report, hard copy or electronic format contemporaneously to the parties at least 10 days prior to a decision by the Decision-Maker.
- #9: Identify a Decision-Maker who is unbiased, neutral and trained render a decision based on their review of the Investigation Report and all other relevant evidence.
 - The Decision Maker must provide each party the opportunity to submit written questions to the other party and witnesses and receive an answer before a determination regarding responsibility is reached.
- #10: Receive from the Decision Maker the Written Decision and deliver it to the Complainant and Respondent. Delivery should be contemporaneous to both parties.
 - The Written Decision should include the decision maker's findings of fact, application of the standard of proof outlined in the policy, rationale for decision, conclusion and remedies/discipline.
 - While not mandated in the rules, adding determinations of credibility of witnesses affecting the decision to the written decision would be best practice.
- #11: Provide information to both parties about their right to appeal the decision, the basis for the appeal and when the party must file their appeal. Disciplinary action cannot be imposed until the time to appeal has run out.
- #12: If a timely appeal is filed, the appeal decision-maker(s) must be identified, notice given to the parties of who is handling the appeal and the timeframe for when the appeal decision would be made. The decision maker on appeal must be trained, impartial and unbiased.
- #13: Notify parties in writing of the appeal decision and that the decision is final.
- #14: Secure all documents and information gathered and preserve all information for seven years.