

Navigating the Title IX Coordinator Role & Best Practices: A System-Level and Small Institution Panel

Tom Green, J.D.
(He/Him)
Director of Title IX
Compliance



Nebraska State
College System
CHADRON | PERU | WAYNE

Morgan Cullan
(She/Her)
Title IX Coordinator



Laura Soulsby, PhD
(She/Her)
Title IX Coordinator



Overview

Navigating the Title IX Coordinator
Role & Best Practices:
A System-Level and Small Institution
Panel

- Definition of Roles
- Politics of Roles
- Managing Relationships
- Case Study
- Challenges and Tips for Success on Small Campuses
- Q&A
- Contact Information

Definition of Roles



What is the Nebraska State College System



Director of Title IX Compliance

What does the system office person do?

- Title IX help desk for on campus folks.
- Compliance checks
- Train the trainers
- Help the trainers train
- Present information to authority
- Advocate for equity
- Other duties as assigned



Nebraska State
College System

CHADRON | PERU | WAYNE

Small, Public College - North West Corner of Nebraska



Title IX Office:

- **One Title IX Coordinator**
 - **Full time position**
- **Up to three Title IX Designees**
 - **Designees are full-time employees in other departments**

Chadron Information:

- **Population: 5,200**
- **Area: 4 square miles**

Chadron State College Information:

- **49 undergraduate programs**
- **8 graduate programs**
- **Total enrollment (Fall 2021): 2,250**
- **Freshman class: 400**
- **Average class size: 14**
- **Student to faculty ratio: 17-1**
- **On-campus residents: 650**
- **Division II**

Small, Private College - Central Virginia



Randolph-Macon College

Private: Baccalaureate Colleges: **Arts & Sciences Focus** (Masters Program-Physician's Assistant)

Suburban

99% students receive scholarships, with an aid award totaling an average of **\$27,000+ per student**, per year.

Total Cost: \$59,970

Avg. cost per student = \$20,170 Per Year

Residential – required with limited exceptions

NCAA – **Division III** (18 sports, including Football)

Greek Life – houses on campus

2021 – **1,607 students** (42% male, 70% white)

Students formally registered with disabilities – 14%

Pell Grant – undergraduates – 19%

Title IX Team

Title IX Coordinator
Administrative Support

Title IX Investigators – 3
Faculty/1 Staff; External as needed

Title IX Mediator – External
as needed

Student Conduct
Administrator

Legal Counsel- External

Confidential Resources:
Counselors, Telehealth,
College Chaplain, Student
Health Center

Title IX Coordinator - Public Institution

- Title IX Compliance
- Coordinate investigations
- Intakes and jurisdiction determination
- Case management
- Maintain case files
- Educational training
- Educational programming
- Maintain Title IX website
- Campus Surveys
- Serve on CARE team
- Train, support and coordinate with designees
- Serve on DEI committee
- Liaison between multiple departments for supportive measures



Title IX Coordinator - Private Institution

- Title IX Compliance
- **Serve on Nondiscrimination Committee**
- **Co-Chair Bias Response Team**
- **Coordinate investigations and mediations**
- **Provide educational consultations**
- **Advise CARE and BAIT teams**
- **Community SART Team Member**
- Case management
- Maintain case files (**Maxient**)
- Educational training
- Educational programming
- Maintain Title IX website
- Campus Surveys
- Train, support and coordinate with designees



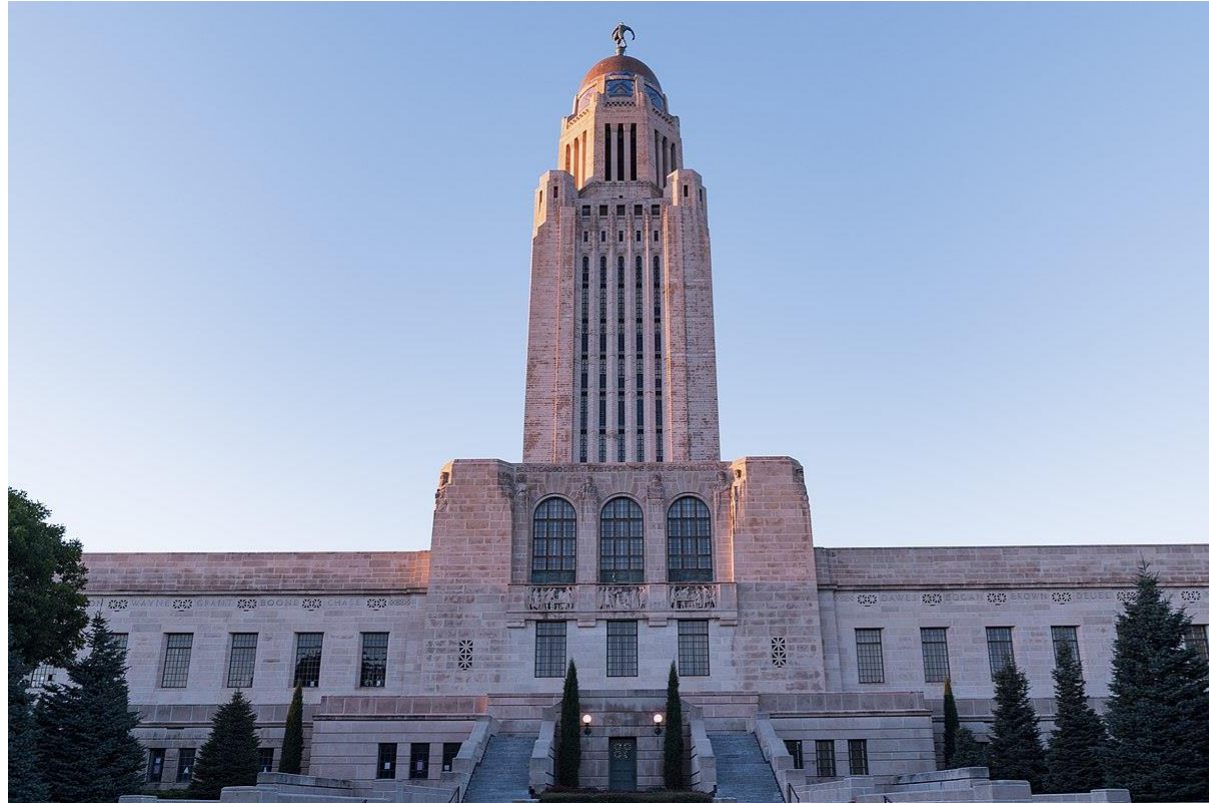
Politics of the Role



Politics

What is politics in simple terms?

In everyday life, the term "politics" refers to the way that countries are governed, and to the ways that governments make rules and laws to manage the human society properly. Politics can also be seen in other groups, such as in companies, clubs, ***schools***, and churches.



State Law - NCAA Guidelines - University Influence

Challenges faced from government regulations and state regulations

- Nebraska -

- Age of Majority - 19
- Reporting Requirements - N.R.S § 85-608
- NCAA/NAIA - Athletic Disclosure Requirement



- Virginia -

- § 23.1-806. Reporting of acts of sexual violence.
- § 23.1-900. Academic transcripts; suspension, permanent dismissal, or withdrawal from institution.
- § 23.1-808.1. Human trafficking awareness and prevention training; first-year orientation.
- NCAA “Good Faith Policy”
- VA Dept of Ed: K-12 Transgender Students

- Check Your State Laws!

Flexibility and Values

“Constant state of **uncertainty**”

(Brown, 2019)

“Absurdly **dynamic** job” (Lake,

2016)



“The role of **neutral party** and the responsibility to see a case from both perspectives, means that no matter what action each student has taken, administrators feel pressure to empathize.”

“However, by focusing on neutrality, administrators are in conflict with the goals of Title IX. The definition of the word neutral is, “not engaged on either side.” **Title IX exists to eliminate sex discrimination, which means it is necessary to take a side: the side against discrimination.** The problem with neutrality is that its proclivity is to do nothing.”

(Cruz, 2021)

Title IX Turnover



- Pressure
- Shifting politics
- Serving in an “unpopular” position
- Delivering the “difficult news”

(Block, 2015)

Checking
Out

Overcoming
Fear (Cruz, 2021)

Empathy
from TIXCs

Managing Relationships



Balancing our Responsibilities On Small Campuses

“The important role of the **Title IX coordinator** and his or her duty is to not only **act as a colleague** but also as **mentor, trainer, and enforcer.**” - Chancellor White (Jackson, 2015)



*ENFORCING LAWS,
CONFIDENTIALITY,
AND PRIVACY* (Daggett,
2021)



*BALANCING
CONFLICT OF INTEREST*



BEING A
“COLLEAGUE”

Rules-Oriented Coordinator vs. Relationships-Oriented Coordinator (Pappas, 2018)

Long Distance Relationships

Virtual

- Zoom
- Phone
- Emails



In Person

- Travel
- Fairness
- Not everything is a meeting



Chadron State College - Managing Relationships and Building Trust

- **President**
 - New
 - Confidentiality vs Privacy - how much to provide and when?
- **Faculty**
 - Academic Accommodations
 - Confidentiality vs Privacy - how much to provide
 - Student concerns and faculty involvement
- **Administration**
 - Funding issues
 - Buy-in
 - Trust
- **Athletics**
 - Training scheduling
 - Compliance
 - Student athlete concerns
- **Counseling Department**
 - Coordination of care
 - Confidentiality vs privacy
 - On-call involvement
- **Human Resources**
 - Coordination of case referrals
- **System Office**
 - Coordination efforts
 - Supporting documentation
- **Foundation Office**
 - Collaboration (TIX 50th anniversary ex)
- **Sister Colleges**
 - Collaboration
 - Sharing ideas
 - Communication
- **Law Enforcement**
 - Communication
 - Role understanding
 - Utilization
- **Community Hospital**
 - Communication
- **Community Resources**
 - Campus involvement
 - Referrals

Case Study: Working through a Title IX Formal Complaint



Nebraska State College System & Chadron State College

Title IX Case from Start to Finish

- First/Only formal Hearing for 2022/23
- Putting Policy into Practice
- Working with the System Office
 - Investigative Report
 - Notice/Scheduling
 - Getting the hearing panel ready
- Conducting the Hearing
- Issuing the Resolution

**UNDER
INVESTIGATION**



Randolph-Macon College

Formal - live, cross-examination via Zoom - unless request and both parties agree to in-person.

Informal - Title IX mediator - parties can design mediation strategy (i.e., in-person, remote, direct or indirect communication, written or verbal).

Hearings post-Final Rule:

- Sexual harassment
- VAWA offenses
- Retaliation



Discussion Activity



09:13



Tips for Title IX Success on Small Campuses

Title IX Challenges that Small Campuses Face



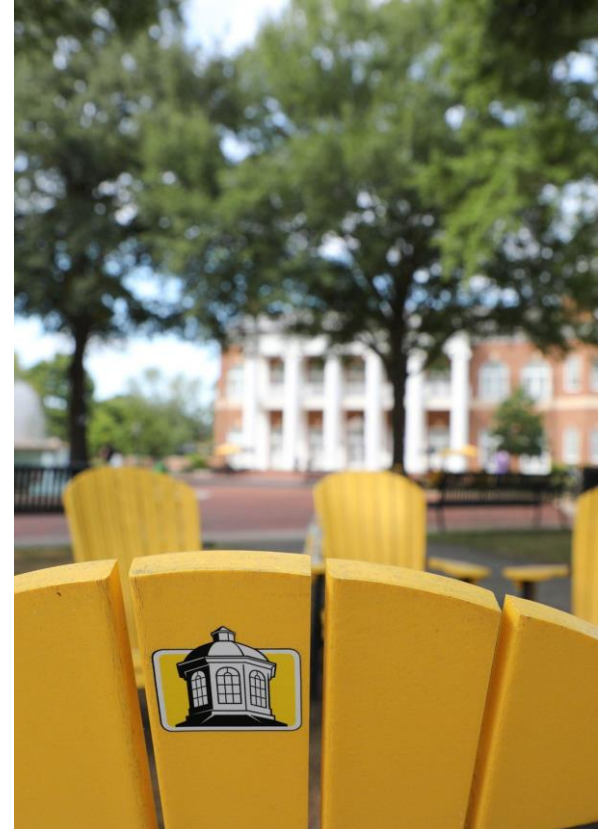
Chadron State College Title IX Department Challenges

- Location
 - Limited off-campus resources
 - Proximity to System Office and sister colleges
- Parental involvement
 - Managing their role and involvement
- Balancing reality vs expectations on campus
 - What Title IX is and does
- Staffing
 - On-call responsibility and expectations
 - Advisors for respondents
- Level of care
 - Case management
 - Campus view on the Title IX office
- Reports
 - Building relationships and trust without bias
 - Non-Title IX issues and mediation
 - Frequent flyers
- Educational Opportunities
 - How to bring educational programming to an already over-saturated student activity calendar
 - Student buy-in
 - Employee buy-in on importance
- Funding
 - Working with student organizations to partner to assist in funding



Randolph-Macon College - Challenges

- Reporting to the President
 - “Title IX Office”
- Alumni
- A Culture of Care & Parental Involvement
- Fraternity and Sorority Life
- Religious Affiliation
- Advisors



Professional Tips

- Utilize resources
 - Don't be the "hero"
 - Refer to local resources
 - Involve Law Enforcement to answer questions
- Engage student body
 - Find those who are passionate about Title IX related topics
 - Clubs, RLA, Peer-to-peer educators
 - Be open to student campus concerns and ideas
- Faculty assistance
 - Curriculum additions
 - First year courses
 - Understand their concerns
- Case Management
 - Check in with complainants, respondents, and witnesses
 - Supportive measures
 - Advocate on behalf of students request
- Campus Education
 - Education best form of prevention
 - Utilize off-campus resources to provide educational workshops
- Coordinator self-care
 - Vicarious trauma

Morgan's Personal Tips

- Listen and hear what is being said
- Be empathic
- Be open minded
- Customer service skills
- Have an active presence on campus



System Level Sharing

- Share Experiences
- Notice Trends
- Recordkeeping
 - Data
- Steal from each other!
- Emergency backup

Don't forget confidentiality!



Broadening our Limited Resources

Lack of resources (Lipsky, 2010; Meyer, Somoza-Norton, Rubin, & Quantz, 2018) is a **common problem** for Title IX Coordinators.

Coordinators should “use their **charisma** and **be political**” to get resources (Pappas, 2018).



More with
Less



Technology



Network

The Importance of Building Trust

In a study on trust and distrust, researchers found that students **who did not know their Title IX Coordinator** were almost **80% more likely** to identify “campus distrust” as a barrier.

“Educating students about the **nuanced responsibilities** of the Title IX Coordinator can help reduce some of the perceived systematic barriers.”

~ Shah & Storch, 2023



Avoiding Bias for *Every Individual*

Know yourself, understand difference, and embrace **cultural humility** (Meyer, et al 2018; Pope-Davis et., 2003; Tervalon, 1998)



Invest in Professional Development

Invest as much as you can in **you and your team** (Meyer, et al 2018; Meyer & Somoza-Norton, 2018)



Increase Title IX Awareness & Trust

Recognize **institutional and individual barriers** and your **relationship to reporting** (Shah & Storch, 2023)

Trauma-Informed: Conducting the “First Interview”

Create a welcoming space.

Have items for parties who need distraction and/or comfort.

Understand Neurobiology.

Establish trust and rapport.

Narrative-based questioning.

Open ended-questions.

Emphasis on senses in questions.

Let the “typical” questions organically unfold (*who, what, where, when, & how*).



Question & Answer



Thank You!

Tom Green, J.D. (He/Him)

Director of Title IX Compliance

Nebraska State College System

p: 402.471.2505

tgreen@nscs.edu



Nebraska State
College System

CHADRON | PERU | WAYNE

Morgan Cullan (She/Her)

Title IX Coordinator

Chadron State College

308-432-7020

mcullan@csc.edu



Laura Soulsby, Phd (She/Her)

Title IX Coordinator

Randolph-Macon College

P: 804-752-3295

LauraSoulsby@rmc.edu

