MILLER, TRACY, BRAUN, FUNK & MILLER, LTD. presents Understanding and Implementing the New Title IX Regulations:

Roles, Responsibilities, and Legal Compliance



Understanding and Implementing the New Title IX Regulations: *Roles, Responsibilities, and Legal Compliance* October 14, 2020

Agenda Presented by Brandon Wright MILLER, TRACY, BRAUN, FUNK & MILLER, LTD.

8:30 - 8:50	Sexual Harassment, History of Title IX, and Recent Litigation			
8:50 - 9:10	Overview of the Roles of Title IX Personnel			
9:10 - 9:30	Prevention and Response to Sexual Harassment			
9:30 - 10:00	The Definition of Sexual Harassment and the Scope of Educational Programs and Activities			
10:15 - 10:45	How to Serve Impartially, Conflicts of Interest, and Bias			
10:45 - 11:30	Issues of Evidence, Relevance and Other Protections			
12:30 - 1:00	Notice of a Complaint and Supportive Measures			
1:00 - 1:15	The Role of the Title IX Coordinator			
1:15 - 1:30	The Role of the Investigator			
1:30 - 1:45	The Role of the Decision-Maker and the Written Decision			
2:00 - 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			



What does Title IX really mean?



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from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

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A 2018 Survey demonstrated that 81% of women and 43% of men had experienced some form of sexual harassment, including 38% of women who have experienced sexual harassment in the workplace.



SEXUAL HARASSMENT







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LITIGATION RELATED TO TITLE IX INVESTIGATIONS

• Doe v. Oberlin College (6th Cir. 2020):

 John Doe sued Oberlin College under Title IX after being expelled for sexual assault, and when his Title IX claim was dismissed by the trial court, he appealed to the Sixth Circuit. The Sixth Circuit reversed the trial court, holding that, "for any number of reasons," Mr. Doe had adequately pled that his expulsion was due to unlawful gender discrimination.

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LITIGATION RELATED TO TITLE IX INVESTIGATIONS

Doe v. Purdue University(7th Cir. 2019):

 John sued the university and several of its officials, asserting two basic claims. First, he argued that they had violated the Fourteenth Amendment by using constitutionally flawed procedures to determine his guilt or innocence. Second, he argued that Purdue had violated Title IX by imposing a punishment infected by sex bias. The 7th Circuit held that John adequately alleged violations of both the Fourteenth Amendment and Title IX.

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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."

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LEGAL FRAMEWORK

 The regulations build on and modify the framework set out in Supreme Court decisions, Gebser v. Lago Vista Independent School District (1998) and Davis v. Monroe County Board of Education (1999), which together establish a three-part framework for analyzing when a school's response to sexual harassment indicates that the school itself engaged in intentional discrimination (the "Gebser/Davis framework"). Specifically, the Gebser/Davis framework considers: (1) the definition of actionable sexual harassment; (2) the school's "actual knowledge" of such harassment; and (3) the school's "deliberate indifference" to the report of harassment.

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• The Title IX regulations require school districts to balance the rights of students/employees who are victims of sexual harassment (to stop, prevent, and remedy the effects of harassment), with the rights of accused students/employees to ensure a fair process.



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Title IX Coordinator is also responsible for:

- determining whether the complaint allegations are prohibited sexual misconduct, sexual assault, sexual violence, or stalking;
- appointing an investigator to conduct a formal investigation;
- ensuring reports and complaints are handled properly in a prompt and timely manner;
- informing students, employees, and witnesses of their rights during a formal investigation and what supportive measures are available to them;
- confirming that all parties have been notified of the investigation's conclusion and the right to, and procedures for, an appeal, if applicable;
- maintaining information and documentation related to the investigation in a secure manner.

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- Initial Decision-Maker
- The Title IX Decision-Maker reviews the investigation report, provides parties with the opportunity to submit written questions to witnesses, and makes a determination and written decision of responsibility, remedies and discipline (if applicable).



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- Appellate Decision-Maker
- When an appeal is filed, the Appellate Decision-Maker reviews the investigation report, reviews the initial decision, and makes a determination and written decision of responsibility, remedies and discipline (if applicable).



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TITLE IX PERSONNEL

- Informal Resolution Facilitator
- When the parties voluntarily agree in writing to participate in informal resolution, the facilitator works to resolve the allegations without the need for a full investigation and decision.



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- Deciding which role for which individual -
- Who should be the Appellate Decision-Maker?
 - Will your board be prepared and trained?



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PREVENTION AND RESPONSE

PA 101-418 (Effective January 1, 2020):

Sec. 10-20.69. Policy on sexual harassment. Each school district must create, maintain, and implement an age-appropriate policy on sexual harassment that must be posted on the school district's website and, if applicable, any other area where policies, rules, and standards of conduct are currently posted in each school and must also be included in the school district's student code of conduct handbook.

PREVENTION AND RESPONSE

One in seven teens report that they are sending sexts, and one in four are receiving sexts, according to a study of over 110,000 teens from around the world published in February 2018, in <u>JAMA</u> <u>Pediatrics</u>.

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PREVENTION AND RESPONSE

C.R. v. Eugene Sch. Dist. 4J, 835 F.3d 1142, 1145 (9th Cir. 2016), cert. denied, 137 S. Ct. 2117 (2017):

"Because the harassment happened in such close proximity to the school, administrators could reasonably expect the harassment's effects to spill over into the school environment. Simply seeing their harassers in the hallway could well be disruptive for affected students. Similarly, a student who is routinely subject to harassment while walking home from school may be distracted during school hours by the prospect of the impending harassment. A student's ability to focus during the day could be impaired by intrusive worries about whether she or he would once again face uncomfortable and sexually MEM intimidating comments immediately after school lets out..."

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

Extends the Illinois Human Rights Act to protect actual or perceived characteristics; extends the concept of working environment beyond physical location; adds an explicit definition of "harassment"; and makes harassment of employees and non-employees a civil rights violation (articulates standard regarding an "awareness of" and "failure to respond").

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

Creates new requirements for mandatory training:

- The Act requires the Illinois Department of Human Rights to adopt a new model sexual harassment prevention training program; requires all employers must use the model or establish a training program that equals or exceeds the minimum standards provided by the model; and employers are subject to civil penalties for violations.
- The Act provides for civil penalties to be assessed against employers for failure to provide mandatory training or mandatory disclosures, to be assessed following an opportunity to comply with an Order to Show Cause, with penalties in escalating MEAT MILLER, TRACY, BRAUN, FUNK & AMELER, BHD. 155,000 per offense.

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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

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

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PREVENTION AND RESPONSE

7. Ensure that all school employees (all means all) are aware of what to do when they have knowledge of an allegation of sexual harassment.



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WHAT IS ACTUAL KNOWLEDGE?

• Per PRESS: Actual Knowledge – Notice of sexual harassment or allegations of sexual harassment to any District employee or to the District's Title IX Coordinator. Assumption of knowledge based solely on the District's status as an employer or other presumption under law does not constitute actual knowledge. This standard is not met when the only official of the District with actual knowledge is the Respondent. *Notice* as used here includes, but is not limited to, a report or complaint of sexual harassment to the Title IX Coordinator in person, by mail, by telephone, or by email using the contact information listed for the Title IX Coordinator, or by any other means that results in the Title IX Coordinator receiving the person's verbal or written report.

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What is "unwelcome"?

Put yourself in the position of the alleged harasser and ask:

- Would you want your behavior to appear on the evening news?
- Is there a difference in status or power between you two?
- Would you behave the same way if a family member were standing next to you?
- Would you want someone else to act this way toward your spouse or significant other?

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- "Substantial control" → while factors "such as whether the recipient funded, promoted, or sponsored the event or circumstance where the alleged harassment occurred ... may be helpful or useful for recipients to consider ... to determine the scope of a recipient's program or activity, no single factor is determinative."
- "a recipient's Title IX obligations extend to incidents of sexual harassment that occur off campus if any of three conditions are met:
 - the off-campus incident occurs as part of the recipient's 'operations' pursuant to 20 U.S.C. 1687 and 34 CFR 106.2(h);
 - the recipient exercised substantial control over the respondent and the context of alleged sexual harassment that occurred off campus pursuant to § 106.44(a);

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A high school girl reports to a teacher that her ex-boyfriend is spreading rumors about her sexual activity on social media, **and other students are teasing her at school about it**.

Is this a Title IX issue? AK + SH + EP + US?

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A girl goes on a date after a school basketball game offcampus/after-hours with a male high school classmate and reports to the guidance counselor that she was touched in an unwelcome manner.

Is this a Title IX issue? **AK + SH + EP + US**?

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A student reports to a teacher that two other students (both age 16) are engaged in sexual activity in a storage room at school. The teacher stops the activity, and when both students reports that the activity was "consensual", the teacher warns them to never do it again at school.

Is this a Title IX issue? AK + SH + EP + US?

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You're a custodian in the school district. While working in the boys' locker room one evening, you overhear a student complaining to his friend about the annual "hazing ritual" that happens in the locker room. The student tells his friends that he's "dreading the towel on his privates..."

Is this a Title IX issue? AK + SH + EP + US?

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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.

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IMPARTIALITY

Prejudgment often occurs when allegations involve sexual conduct, sexual history, drugs, and/or alcohol use. Examples of prejudging the facts:

- The Complainant was drinking at the time of the incident so the investigator presumes his/her recollection of an event is not accurate.
- The Respondent and Complainant were in a consensual relationship previously so the Title IX coordinator assumes consent to particular conduct was given.

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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? © Brandon K.Wright

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IMPARTIALITY

 A "conflict of interest" occurs if, within a particular decisionmaking context, an individual is subject to two coexisting interests that are in direct conflict with each other and the decision-making process is disrupted or compromised in a manner that affects the integrity or the reliability of the outcomes.

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John, a Title IX Coordinator, is a self-professed feminist, a former victim advocate, and regularly blogs about issues of sexual assault. His Twitter bio includes the phrase "Believe all women." He has has supported organizations that work to prevent sexual assault for years.

 In terms of a prejudging facts, conflict of interest, or bias, would you be concerned about John's impartiality?

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TITLE IX PERSONNEL TRAINING

 The regulation require an objective evaluation of <u>all relevant</u> <u>evidence</u> – including both <u>inculpatory</u> and <u>exculpatory</u> evidence
– and provide that credibility determinations may not be based on a person's status as a complainant, respondent, or witness.

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




















































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













- Don't rely on a written statement
- Don't "coach" a witness statement
 - Intervention must be exclusively to match what the witness said during initial questions

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CREDIBILITY

 A decision can still be made that an incident occurred when the evidence of the allegation(s) is credible, even if there were no witnesses to the incident. Put another way, a preponderance can be established simply because you believe one party and not the other based on the assessment of the credibility of the parties and the evidence provided.

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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.

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CREDIBILITY

 Major inconsistencies in testimony would likely detract from credibility. Minor inconsistencies usually would not detract from credibility, and may even be the result of trauma. Even lying is not a 100 percent credibility killer. We all lie. The job of investigators, as noted earlier, is to determine why someone is lying, or what the lie is about. Lying about alcohol consumption to avoid an alcohol violation does not prove or disprove an underlying interpersonal violence allegation.

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• A delay in reporting harassment does not detract from credibility. Individuals may delay reporting over fear of retaliation, because they don't know or trust the policy, over fear of being blamed for causing the harassment or incident, not due to a lack of understanding that it was harassment, etc.



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 However the absence of such changes does not mean that the allegation is not credible, only that the individual who complained perhaps has been affected differently, less intensely than others might, or does not express emotions openly.



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CREDIBILITY

 Documents such as diaries, texts, emails, calendar entries, journals, notes, or letters describing the incident(s) can add to credibility, but can also be manufactured after the fact. The adage, "Trust, but verify," applies, especially in the age of www.iphonefaketext.com.

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 Documents such as diaries, texts, emails, calendar entries, journals, notes, or letters describing the incident(s) can add to credibility, but can also be manufactured after the fact. The adage, "Trust, but verify," applies, especially in the age of www.iphonefaketext.com.



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CREDIBILITY

• The fact that a relationship was at one time or in some aspects consensual does not detract from credibility, nor is it a defense against a subsequent charge of sexual harassment. Consensual relationships can be followed by sexual harassment when one person tries to end the relationship and the other person tries to intimidate the former partner into staying in the relationship. People can be assaulted after consensual sexual acts, or engage in consensual sexual acts after having been assaulted.

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 The fact that the person who made the allegation(s) did not tell the alleged harasser that the behavior was offensive does not affect credibility. Many people are fearful of doing so. Additionally, there is no obligation for the reporting party to inform the responding party that behavior is offensive.



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CREDIBILITY

 Explanations of why the harassment occurred do not add to credibility. People who have sexually harassed others often acknowledge their behavior but explain and defend it in ways that do not justify their actions. To the contrary, such excuses should be seen as admissions of having engaged in sexually harassing behaviors.

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COMPLAINANT CHOICE

• A complainant's wishes with respect to whether the school investigates (choosing not to file a formal complaint) should be respected unless the Title IX Coordinator determines that signing a formal complaint to initiate an investigation over the wishes of the complainant is not clearly unreasonable in light of the known circumstances.

• If the Title IX Coordinator decides to sign a formal complaint against the wishes of a complainant, the school needs to document the reasons why that decision was not clearly unreasonable and how the recipient believes that it met its responsibility to provide that complainant with a non-deliberately indifferent response.

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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 (TAT)*.
- 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.

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EMERGENCY REMOVAL OF RESPONDENT (EMPLOYEE)

• If the Respondent is identified and is a non-student employee, the Title IX Coordinator (in conjunction with Human Resources personnel, to the extent permitted to avoid bias or conflict of interest with the decisionmaker), considers whether the Respondent-employee should be placed on administrative leave in accordance with 34 C.F.R. §106.44(d), relevant District policies and procedures, and any applicable collective bargaining agreements.

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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.

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DISMISSING FORMAL COMPLAINTS

Mandatory -must dismiss if the conduct alleged in the formal complaint:

- I. Would not constitute sexual harassment as defined even if proved,
- 2. Did not occur in the school's education program or activity, or
- 3. Did not occur against a person in the United States

Permissive -may dismiss: at any time if:

I. The complainant notifies the Title IX Coordinator in writing that the complainant would like to withdraw the formal complaint or any allegations therein;

2. The respondent is no longer enrolled or employed by the school; or

3. Specific circumstances prevent the school from gathering evidence sufficient to reach a determination as to the formal complaint or allegations therein.

Upon dismissal, school must promptly and simultaneously send written notice of the dismissal and reason(s) for the dismissal to the parties. MF& MILLER, TRACY, BRAUN, FUNK & MILLER, LTD

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TITLE IX COORDINATOR

- Contact information for Title IX Coordinator must also be prominently displayed on the school website.
- Schools should also publish the materials used to train Title IX Coordinators, investigators, decision-makers, and persons who facilitate informal resolutions on the school's website or be prepared to make materials available upon request for inspection by members of the public.
 - Be aware of this when hiring outside consultants for this training—the school will need to secure permission from the consultant to publish the training materials.

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• Initiates and ensures that all formal complaints are investigated and adjudicated.



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TITLE IX COORDINATOR

• **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.



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• With or without a hearing, after the school has sent the investigative report to the parties and before reaching a determination regarding responsibility, the decision-maker(s) must afford each party the opportunity to submit written, relevant questions that a party wants asked of any party or witness, provide each party with the answers, and allow for additional, limited follow-up questions from each party

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GRIEVANCE PROCESS

• The grievance process should include reasonably prompt time frames for conclusion of the grievance process, including appeals and informal resolutions, with allowance for short-term, good cause delays or extensions of the time frame.

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GRIEVANCE PROCESS

• Preponderance of the evidence is one type of evidentiary standard used in a burden of proof analysis. Under the preponderance standard, the burden of proof is met when the party with the burden convinces the fact finder that there is a greater than 50% chance that the claim is true.

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- Statements by any other witnesses to the alleged incident.
- Evidence about the relative credibility of the complainant/respondent:
 - The level of detail and consistency of each person's account should be compared in an attempt to determine who is telling the truth.
 - Is corroborative evidence lacking where it should logically exist?





MAKING CREDIBILITY DETERMINATIONS

- Evidence about whether the complainant filed the complaint or took other action to protest the conduct soon after the alleged incident occurred.
- **But**: failure to immediately complain may merely reflect a fear of retaliation, a fear that the complainant may not be believed, etc. rather than that the alleged harassment did not occur

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- Keep an open mind until all evidence has been heard.
- Don't come to any judgment, opinion, conclusion or belief about any aspect of this matter until you've reviewed or heard <u>all of the evidence AND consider only the relevant</u> evidence.

















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GRIEVANCE PROCESS-NOTIFICATION REQUIREMENTS

- Schools must send the parties, and their advisors, evidence directly related to the allegations, in electronic format or hard copy, with at least 10 days for the parties to inspect, review, and respond to the evidence.
- Schools must send the parties, and their advisors, an investigative report that fairly summarizes relevant evidence, in electronic format or hard copy, with at least 10 days for the parties to respond.

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- If it is not the Board of Education...
 - Outside consultant or attorney?
 - Retired administrator?
 - Other appellate officer?

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 Schools are required to retain all records regarding a Title IX proceeding for seven years (starting at the date of creation), including proceedings where there was not a finding of responsibility or the formal complaint or allegations therein were dismissed.



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presumed not responsible until application of the grievance process and a determination of responsibility.



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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.
- #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
 - 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

- #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, conclusion and remedies/discipline.
- #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.
- #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.