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Training for DeKalb ROE Title IX Personnel

May 6, 2021

Kevin P. Noll

knoll@robbins-schwartz.com

Emily P. Bothfeld

ebothfeld@robbins-schwartz.com

Chicago

55 West Monroe Street, Suite 800
Chicago, IL 60603
p 312.332.7760
f 312.332.7768

Champaign-Urbana

301 North Neil Street, Suite 400
Champaign, IL 61820
p 217.363.3040
f 217.356.3548

Collinsville

510 Regency Centre
Collinsville, IL 62234
p 618.343.3540
f 618.343.3546

Lisle

550 Warrenville Road
Suite 460
Lisle, IL 60532-4311
ph: 630.929.3639
fax:630.783.3231

Rockford

2990 North Perryville Road, Suite 4144B
Rockford, IL 61107
p 815.390.7090

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Responding to Discrimination on the Basis of Sex in K-12 School Systems

Presented By: Emily P. Bothfeld and Kevin P. Noll

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Background on the Title IX Regulations



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Although the information contained herein is considered accurate, it is not, nor should it be construed to be legal advice.

If you have an individual problem or incident that involves a topic covered in this document, please seek a legal opinion that is based upon the facts of your particular case.

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Changes Made by the Trump Administration

- Proposed Title IX Regulations released in November 2018.
 - 60-day public comment period yielded over 120,000 comments.
- Proposed Final Rules published in Federal Register on May 19, 2020.
- Effective date: August 14, 2020.



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Imminent Changes from the Biden Administration

- Executive Order on March 8, 2021
 - Review of all existing regulations, policies, and guidance documents.
 - 100-day review period.
- OCR Letter on April 6, 2021
 - Future public hearing with students, educators, and others with interest and expertise.

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Current Status of Title IX Regulations

- OCR makes clear: **the August 14, 2020 Regulations remain in effect today.**
- The timeline for changes by the Biden Administration is unknown.
 - Formal rulemaking process.
 - Extensive public comments are likely.

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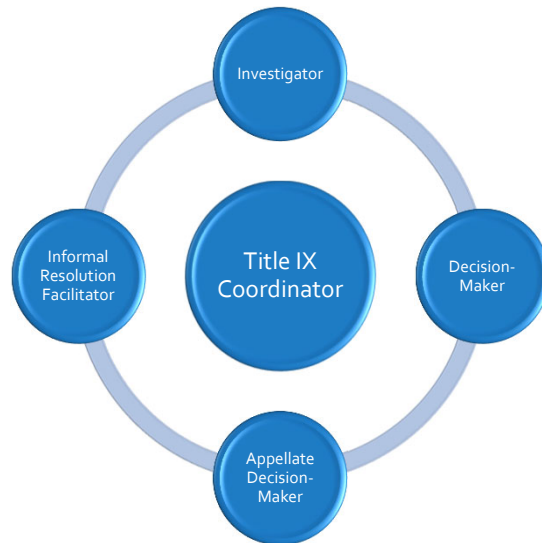
Impact on School Districts

- The August 14, 2020 Regulations require:
 - Revisions to policies and procedures
 - Staffing determinations
 - Training for all personnel involved in a district's investigation and grievance process
 - Publishing of information and training materials on the district's website

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Key Players in the Title IX Sexual Harassment Resolution Process



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Organizing the Title IX Team

- Districts may outsource any role other than the Title IX Coordinator role.
- The Title IX Coordinator may also serve as the Investigator or as the Informal Resolution Facilitator.
 - **Caution:** The Title IX Coordinator's responsibilities are substantial.
- The Title IX Coordinator cannot serve as the Decision-Maker or as the Appellate Decision-Maker.

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Organizing the Title IX Team

- Trained team members, other than the Title IX Coordinator, can serve as an Investigator, Decision-Maker, Appellate Decision-Maker, or Informal Resolution Facilitator depending on the nature of the complaint and/or staffing needs.
- Each team member should only serve in one of the roles for a given complaint.



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Overview of Relevant Laws



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Relevant Laws

- The below laws that address sexual harassment:
 - Title IX of the Education Amendments of 1972 ("Title IX")
 - Title VII of the Civil Rights Act of 1964 ("Title VII")
 - Illinois Human Rights Act ("IHRA")
 - Abused and Neglected Child Reporting Act ("ANCRA")
 - Every Student Succeeds Act ("ESSA")

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Relevant Laws

- **Title IX**: Prohibits sex-based discrimination, including sexual harassment, in educational programs and activities receiving federal financial assistance.
- **Title VII**: Prohibits discrimination, including discrimination based on sex, in employment.

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Relevant Laws

- **IHRA**:

- Prohibits discrimination in Illinois, including in employment.
- Also prohibits sexual harassment in elementary, secondary and higher education.



- **ANCRA**: Requires immediate reporting when a school employee has reasonable cause to believe that a child known to them in their professional or official capacities may be an abused child or a neglected child.

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Relevant Laws

- **ESSA**: Requires states and districts to have in place policies prohibiting the "aiding and abetting of sexual abuse."



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Definitions of Sexual Harassment



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Title IX Sexual Harassment

Sexual harassment includes:

1. Quid pro quo harassment by a District employee.
2. Unwelcome conduct that a reasonable person would find so severe, pervasive and objectively offensive that it denies a person equal educational access.
3. Any instance of sexual assault, dating violence, domestic violence or stalking.

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Title IX Sexual Harassment: Quid Pro Quo

- When an employee of a district conditions aid, benefits, pay, a position or other opportunities for advancement on an individual's submission to unwelcome sexual conduct.
 - **Example:** Mr. Jones promises his student, Jane, that he will give her an A on her midterm if she engages in sexual conduct after class.

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Title IX Sexual Harassment: "Hostile Environment"

- Unwelcome conduct that a reasonable person would find so severe, pervasive, and objectively offensive that it denies a person equal educational access.
 - Severe and pervasive and offensive.
 - Denial of equal educational access.

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Title IX Sexual Harassment:
“Hostile Environment”

- Compare with Title VII definition for workplace hostile environment claims:
 - Unwelcome sexual advances and other conduct of a sexual nature having the purpose or effect of interfering with an individual’s work performance or creating an intimidating, hostile or offensive working environment.

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Title IX Sexual Harassment:
“Hostile Environment”

- Compare with IHRA definition:
 - Any conduct of a sexual nature exhibited by an education representative toward a student, when such conduct has the purpose of substantially interfering with the student's educational performance or creating an intimidating, hostile or offensive educational environment.

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Title IX Sexual Harassment: Other Categories

- Title IX's definition of sexual harassment also includes:

- Sexual Assault
- Dating Violence
- Domestic Violence
- Stalking

As defined under the Clery Act/Violence Against Women Act

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Sexual Assault, Dating Violence, & Stalking

Sexual Assault

- An offense that meets the definition of rape, fondling, incest, or statutory rape as used in the FBI's Uniform Crime Reporting program.

Dating Violence

- Violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim.

Stalking

- Engaging in a course of conduct directed at a specific person that would cause a reasonable person to –
 - Fear for the person's safety or the safety of others; or
 - Suffer substantial emotional distress.

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Domestic Violence

Domestic Violence

A felony or misdemeanor crime of violence committed:

- By a current or former spouse or intimate partner of the victim;
- By a person with whom the victim shares a child in common;
- By a person who is cohabitating with, or has cohabitated with, the victim as a spouse or intimate partner;
- By a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction in which the crime of violence occurred; or
- By any other person against an adult or youth victim who is protected.

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Key Definitions: Hypothetical

- You receive a report of a student being sexually assaulted by another student while on an overnight school-sponsored field trip.
- Do you need to evaluate the severity, pervasiveness, and offensiveness of the sexual assault?



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Key
Definitions:
Hypothetical

- You have been assigned to investigate a formal complaint alleging that a student was sexually harassed by his history teacher.
- What types of evidence/information would be relevant to determining whether the alleged harassment was severe, pervasive and objectively offensive?

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Jurisdiction



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Jurisdiction Under Title IX

- A district must respond when sexual harassment occurs “in the district’s education program or activity, against a person in the United States.”



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Title IX Jurisdiction: Scope of District’s Education Program or Activity

- Includes locations, events, or circumstances over which the district exercised substantial control over both the Respondent and the context in which the sexual harassment occurred.

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Title IX Jurisdiction: Scope of District's Education Program or Activity

• Examples for discussion:

- On the school bus?
- Local restaurant where students are participating in school fundraising activities?
- Teacher's home?
- Social media?



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Jurisdiction: "... in the United States"

- To fall under Title IX, the alleged misconduct must have occurred in the United States.
- If the alleged misconduct did not occur in the district's education program or activity and/or did not occur in the United States, look to other applicable laws (i.e., Title VII, IHRA) and other district policies, such as:
 - 2:260, *Uniform Grievance Procedure*
 - 5:20, *Workplace Harassment Prohibited*
 - 5:90, *Abused and Neglected Child Reporting*
 - 5:120, *Employee Ethics; Conduct; and Conflict of Interest*
 - 7:20, *Harassment of Students Prohibited*
 - 7:180, *Prevention of and Response to Bullying, Intimidation and Harassment*
 - 7:190, *Student Behavior*

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Jurisdiction: Hypothetical

• Compare:

- A student athlete allegedly fondles another student athlete while watching a sporting event with their team and coach.
- A student athlete allegedly fondles another student athlete while at a friend's home.
- Which type of alleged misconduct falls under Title IX?
- What are a district's response obligations regarding each type of alleged misconduct?

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PRESS Policy 2:265 – Title IX Sexual Harassment Grievance Procedure



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Policy 2:265 – Prohibitions

- **Prohibits sexual harassment**, as defined under Title IX.
- **Prohibits retaliation** against anyone who, in good faith, has made a report or complaint, assisted, or participated or refused to participate in any manner in a proceeding under the policy.

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Policy 2:265 – Applicability

- A district complies with Title IX and its implementing regulations concerning everyone in the district's education programs and activities, including:
 - Applicants for employment
 - Students
 - Parents/guardians
 - Employees
 - Third parties

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Policy 2:265 – Enforcement

- **District employees** found to have engaged in Title IX sexual harassment will be subject to disciplinary action, up to and including discharge.
- **Students** found to have engaged in Title IX sexual harassment will be subject to disciplinary action, up to and including suspension and expulsion.
- Title IX sexual harassment by **third parties** (e.g., vendors, parents, visitors) will be addressed in accordance with the authority of the Board, in the context of the relationship with the third party.

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Policy 2:265 – Key Definitions

Complainant:

- Individual who is alleged to be the victim of conduct that could constitute sexual harassment.

Respondent:

- Individual who has been reported to be the perpetrator of the conduct that could constitute sexual harassment.

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Policy 2:265 –
Key Definitions

Formal Complaint:

- Document filed by a Complainant or signed by the Title IX Coordinator alleging sexual harassment in violation of Title IX and requesting that the district investigate the allegation.
 - **Note:** Parent/guardian may file a formal complaint on behalf of their child. In such a case, the student is still the “Complainant” for purposes of Title IX.

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Policy 2:265 –
Key Definitions

Supportive Measures:

- Non-disciplinary, non-punitive individualized services.
- Offered as appropriate, as reasonably available, and without fee or charge.
- Offered to the Complainant or the Respondent before or after a formal Title IX sexual harassment complaint is filed or where no formal Title IX sexual harassment complaint has been filed.

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Policy 2:265 –
Other
Elements

- Requires the superintendent and/or designee to ensure that the district prevents and responds to allegations of Title IX Sexual Harassment
 - Curriculum components
 - Education and training for school staff
 - Notice of policy and contact information of Title IX Coordinator

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Policy 2:265 –
Other
Elements

- Reporting and confidentiality of reports
- Initial processing of reports
- Required elements for procedures the district must implement for formal Title IX sexual harassment complaint process

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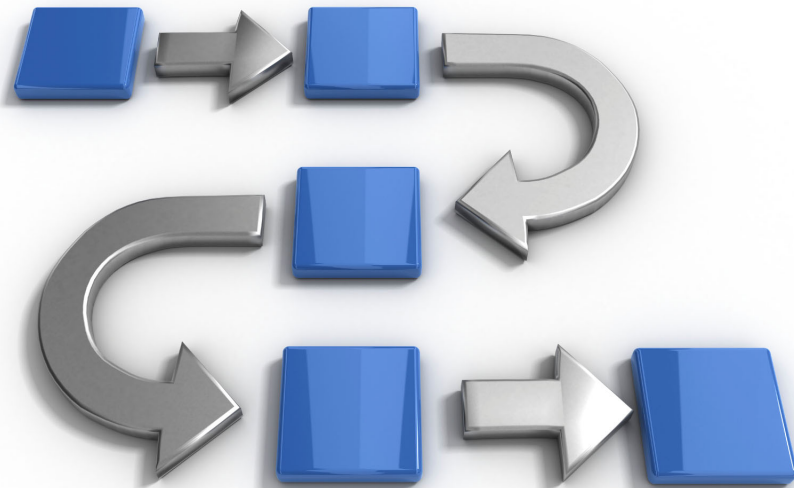
Policy 2:265 – Key Principles for Procedures

- Treat Complainant and Respondent equitably
- Objective evaluation of relevant evidence
- Presumption that the Respondent is not responsible for the alleged conduct until a determination regarding responsibility
- Compliance with grievance process before any disciplinary actions against a Respondent.
- Include reasonably prompt timeframes for conclusion of the grievance process
- Base all decisions upon the preponderance of evidence standard

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Administrative Procedures for Board Policy 2:265



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Administrative
Procedures for
Board Policy
2:265

- 2:265-AP1, *Title IX Sexual Harassment Response*
- 2:265-AP2, *Formal Title IX Sexual Harassment Complaint Grievance Process*

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Purpose of
Procedures

- Implement Board Policy 2:265
- Establish a district's required response to reports of sexual harassment that may violate Title IX (2:265-AP1)
- Establish a district's investigation and response process in response to a formal Title IX sexual harassment complaint (2:265-AP2)

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Role of Title IX Coordinator

- Upon receiving knowledge of sexual harassment allegation, promptly contacts Complainant to discuss supportive measures and explain the process of filing a formal complaint.
- Analyzes reports under other relevant Board policies to determine appropriate method for processing and reviewing reports.
- Maintains the confidentiality of the sexual harassment allegation, to the greatest extent practicable.
- May sign a formal complaint.

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Role of Title IX Coordinator

- When a formal complaint is filed, follows the Formal Title IX Sexual Harassment Grievance Process (2:265-AP2).
- Ensures a determination is made about whether an emergency removal or administrative leave is necessary, pending the investigation outcome.
- Creates and maintains, for at least seven years, records of any actions and supportive measures taken and provided in response to the report of sexual harassment.

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Role of All District Employees

- Immediately report any suspicion of child abuse or neglect.
- Promptly forward all reports of sexual harassment (including anonymous reports) to the Title IX Coordinator.

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Reporting Alleged Sexual Harassment



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Reporting: The Who

- Who can report?
 - Anyone – including students, employees and third parties
 - Need not be the person who is alleged to be the victim of the misconduct
- To whom should reports be made?
 - Title IX Coordinator
 - District administrator (Principal, Assistant Principal)
 - Any employee with whom the person is comfortable speaking

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Reporting: Employee Obligations

- Under Policy 2:265:
 - All district employees must report allegations of sexual harassment, including anonymous reports.
 - School employees must respond to incidents of sexual harassment by promptly making or forwarding a report to the Title IX Coordinator.
 - An employee who fails to promptly make or forward a report may be disciplined, up to and including discharge.

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Reporting: Confidentiality of Reports

- Under Policy 2:265, reports of alleged sexual harassment will be confidential to the greatest extent practicable, subject to the district's duty to investigate and maintain an educational program or activity that is productive, respectful, and free of sexual harassment.

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ANCRA

- Provides for the reporting and investigation of child abuse and neglect.
- Education personnel are required to immediately report when they have reasonable cause to believe that a child known to them in their professional or official capacities may be an abused child or a neglected child.
- All reports of suspected child abuse or neglect made under this Act must be made immediately.

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Time for a
Break!



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Response to
Reports
Alleging
Sexual
Harassment



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“Actual Knowledge” Under Title IX

- Notice of sexual harassment or allegations of sexual harassment to any district employee or to the Title IX Coordinator

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“Deliberate Indifference” Under Title IX

- Once the district has actual knowledge of alleged sexual harassment, the district must respond to the allegations:
 - Promptly
 - In a manner that is not “clearly unreasonable in light of the known circumstances”

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Overview of District Response Process

1. Analyze report to determine the appropriate method for processing/reviewing it.
2. For any report alleging Title IX sexual harassment, promptly contact the Complainant to:
 - a. Discuss and offer supportive measures,
 - b. Consider the Complainant's wishes with respect to supportive measures,
 - c. Explain that supportive measures are available with or without filing a formal complaint, and
 - d. Explain the process for filing a formal complaint.

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Response Process: Analyze Report

- The Title IX Coordinator will analyze the report to determine whether there is another or an additional appropriate method(s) for processing and reviewing it.



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Response Process: Analyze Report

- Step 1: Analyze the Report.
 - Does Title IX apply?
 - Does another district policy apply?

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Title IX Jurisdiction Analysis



If YES to 1, 2 and 3:

Promptly contact the Complainant to discuss supportive measures and options for filing a formal complaint

If NO to 1, 2 or 3:

Title IX does not apply. Check other district policies.

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Response
Process:
**Contact
Complainant**

- Step 2: Contact the Complainant.

- **Reminder:** Complainant is the individual who is alleged to be the victim of alleged sex-based misconduct.



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Response
Process:
**Contact
Complainant**

- When meeting with the Complainant, the Title IX Coordinator should:

- Discuss and offer supportive measures;
- Consider the Complainant's wishes with respect to supportive measures;
- Explain that supportive measures are available with or without filing a formal complaint; and
- Explain the process for filing a formal complaint.

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Grievance
Process for
Formal Title IX
Sexual
Harassment
Complaints



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Grievance
Process for
Formal
Complaints

Formal complaint:

- Document filed by a Complainant or signed by Title IX Coordinator alleging sexual harassment in violation of Title IX and requesting that the district investigate the allegation.
- At the time of filing a formal complaint, the Complainant must be participating in or attempting to participate in the district's education programs or activities.

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Formal Complaint Hypothetical

A student graduates in June. In September, the former student contacts the Title IX Coordinator to report that she was sexually harassed by another student (who is now a current senior) the previous February. The former student indicates that she would like to file a formal complaint.

- Can the former student file a formal complaint?
 - If no, what options does the district have?
- Same scenario as above, but the former student was just hired by the district to serve as a tutor for incoming freshman students. Now can the former student file a formal complaint?

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Grievance Process: Notice of Allegations

- Must be sent **simultaneously** to both parties (or the parties' parent(s)/guardian(s)) after Title IX Coordinator's receipt of formal complaint.
- Informs the parties of:
 - The grievance process, including informal resolution
 - The allegations
 - The presumption of non-responsibility on the part of the respondent
 - The parties' right to an advisor
 - The parties' right to inspect and review evidence
 - The district policies prohibits knowingly making false statements or submitting false information during the grievance process

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Grievance Process: Emergency Removals and Administrative Leave

- Prior to initiating or completing the grievance process in response to a formal complaint, a district may remove a respondent from its education program or activity on an emergency basis.
 - Only permitted when a district has determined, based on an individualized safety and risk analysis, that an immediate threat to the physical health or safety of an individual arising from the allegations of sexual harassment justifies removal.
- A district must provide the respondent with notice and an opportunity to challenge the decision immediately following the removal.
- **Be mindful of SB 100 requirements.**

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Grievance Process: Emergency Removals and Administrative Leave

- A district may place an employee on administrative leave during the pendency of the grievance process in response to a formal complaint.

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Informal Resolution



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Informal Resolution

- An option for districts
- Fully discretionary: Requires parties' **voluntary, written consent**
- May occur at any time after the parties receive the initial notice of allegations and prior to a determination regarding responsibility being reached.
- May not be required as condition of:
 - Enrollment/continuing enrollment,
 - Employment or continuing employment,
 - Enjoyment of any right, or
 - Waiver of the right to a formal investigation/adjudication

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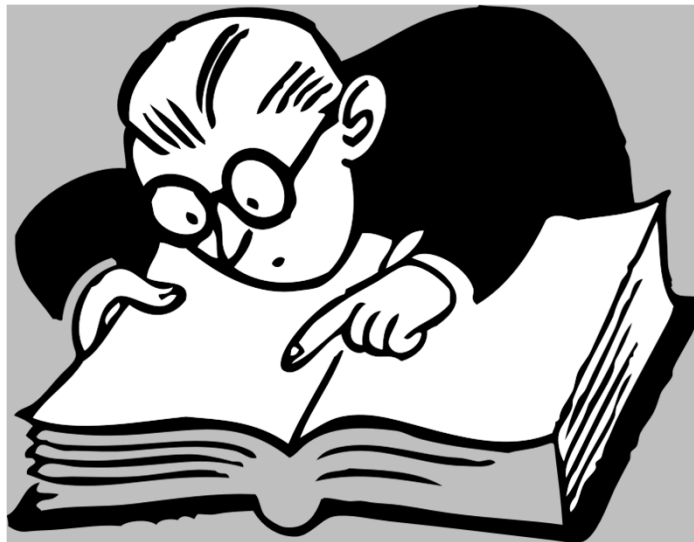
Informal Resolution

- Party may **withdraw** at any time prior to a resolution
 - Withdrawal triggers resumption of grievance process.
- May include:
 - Mediation
 - Restorative justice
- Not permitted in allegations of employee sexual misconduct toward a student

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Consolidation and Dismissal of Formal Complaints



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Consolidation of Formal Complaints

- Title IX Coordinator may consolidate formal complaints where the allegations of sex-based misconduct arise out of the same facts or circumstances.

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Dismissal of Formal Complaints

- *Dismissal does not preclude action altogether – just for purposes of Title IX.*

Mandatory dismissal:

- Title IX Coordinator or Investigator determines that conduct alleged in the formal complaint does not meet
 - (a) Title IX's definition of sexual harassment and/or
 - (b) Title IX's jurisdictional requirements.

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Dismissal of Formal Complaints

Discretionary dismissal if:

- Complainant gives written notification of desire to withdraw formal complaint or certain allegations;
 - Respondent is no longer enrolled in or employed by the district; or
 - Specific circumstances prevent the district from gathering evidence sufficient to reach a determination.
- A party may appeal a decision to dismiss a formal complaint or allegations therein.

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Investigation of Formal Complaints



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Investigations: Written Notice

- Written notice required to both parties:
 - Allegations (upon receipt of a formal complaint)
 - Investigative interviews or meetings
 - Mandatory or discretionary dismissal

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Investigations: Evidence

- Equal opportunity for parties to provide:
 - Fact witnesses
 - Expert witnesses
 - Inculpatory evidence
 - Exculpatory evidence
- No gag orders

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Investigations: Advisors

- Both parties may select an advisor of their choosing
 - May, but need not be, an attorney
- Advisor's role is to provide support, guidance, advice
- May not speak on behalf of the party

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Investigation: Access to Evidence

- Both parties must have equal access to inspect and review all evidence that is directly related to the complaint allegations.
 - Be mindful of FERPA, ISSRA and student privacy considerations.
 - Consider whether redactions are necessary
 - Notify parties of parameters/limitations on re-disclosure of records and evidence.

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Investigation: Access to Evidence

- At the conclusion of the investigation and prior to the completion of the Investigator's report, the Investigator must send both parties a copy of all relevant evidence.
- The parties will have 10 school business days to submit a written response to the evidence, which the Investigator must consider prior to completion of his/her investigative report.
 - Investigator must also to send a copy of each party's written response to the other party.

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Investigation: Preparation of Investigation Report

- After receiving/reviewing the parties written responses, the Investigator must create an investigative report that fairly summarizes the relevant evidence, which the Investigator will forward to the Decision-Maker.



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Investigation: Preparation of Investigation Report

- At least 10 school business days prior to the Decision-Maker's determination, the Investigator must send to each party (and their advisors) the investigative report and allow the parties 10 school business days to submit a written response to the report.

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Submission of Written Questions



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Written Questions: Process

- Alternative to live hearing
- Opportunity given to both parties by the Decision-Maker after Investigator sends investigative report
- Parties may only submit written, **relevant** questions they want the initial Decision-Maker to ask of any party or witness
- Parties must submit questions within 5 school business days

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Written Questions: Process

- The Decision-Maker must:
 - Exclude any irrelevant questions
 - Forward relevant questions to the appropriate party or witness
 - Give party or witness 5 school business days to respond
 - Provide asking party with answers and explain any decision to exclude questions
 - Allow both parties limited follow-up questions

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Written Questions: Rape Shield Protections

- Questions about sexual pre-disposition or prior sexual behavior are not permitted unless:
 - Offered to prove that someone other than the Respondent committed the alleged conduct; or
 - Questions and evidence concern specific incidents of the Complainant's prior sexual behavior with respect to the Respondent and are offered to prove consent.

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Determination Regarding Responsibility



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Issues for Decision

- Decision-Maker's role is to determine:
 - Whether facts presented establish that the alleged conduct occurred;
 - Whether that conduct constitutes Title IX sexual harassment; and
 - If the answers to the above are "yes," which sanctions (if any) and remedies are appropriate.

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Considering Evidence

- Relevant documents may include, but are not limited to:
 - The formal complaint
 - The initial written notice of the allegations
 - Written statement(s) and responses by the parties and/or witnesses
 - The investigation report
 - The parties' written questions and answers
 - Police reports, photographs and/or video footage (if any)
 - Prior discipline records
 - Only relevant to issue of appropriate sanction

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Preponderance of the Evidence Standard

- “More likely than not”
- Whether the facts supporting the allegations have greater weight/strength than the facts presented in denial of the allegations
- If 50/50, no violation.



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Written Determination

Determination of Responsibility Letter must include:

- Identification of allegations potentially constituting Title IX sexual harassment
- Description of procedural steps taken
- Findings of fact supporting determination
- Conclusions regarding application of conduct standards
- Statement and rationale for result of each allegation, including:
 - Determination of responsibility
 - Disciplinary sanctions being recommended
 - Whether any remedies will be provided to the complainant
- Procedures and permissible bases for Complainant and Respondent to appeal

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Remedies

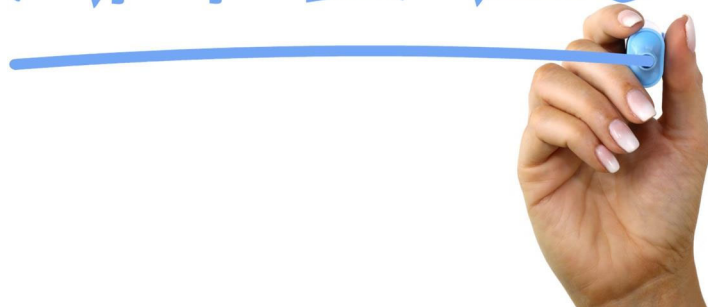
- The Title IX Coordinator is responsible for implementing any remedies for the Complainant, as ordered by the Decision-Maker.

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Appeals

APPEALS



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Appeals

- Both parties have right to appeal any determination regarding:
 - Responsibility
 - Dismissal of any formal complaint or allegations therein
- Party must submit written appeal request to Title IX Coordinator
 - Within 10 school business days of receipt of written determination or dismissal
- Title IX Coordinator must forward request to designated appeals administrator

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Appeals: Grounds to Appeal

- a) Procedural irregularity that affected the outcome
- b) New evidence or information exists that could affect the outcome but that was not reasonably available at the time the determination was made
- c) Conflict of interest or bias that affected outcome, amongst:
 - Title IX Coordinator, Investigator, or Decision-Maker

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Title IX Coordinator

- Notifies the other party in writing that an appeal has been filed.
- Provides both parties 5 school business days to submit a written statement in support of, or challenging, the outcome.
- Promptly forwards all materials relative to the appeal to the Appellate Decision-Maker.

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Appellate Decision- Maker

- Affirms, reverses, or amends the written determination regarding responsibility or the notice of dismissal.
 - 2:265-AP2 requires this to occur within 30 school business days of the appeal.
- Written decision issued to both parties simultaneously within 5 school business days after conclusion of the review.

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Recordkeeping



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Recordkeeping

- A district must create and maintain, for at least 7 years, records of:
 - The sexual harassment investigation, including any determination regarding responsibility, any sanctions imposed on the Respondent and any remedies provided to the Complainant;
 - Any appeal and its result; and
 - Any informal resolution and its result.
- Compare with ISSRA requirement for maintenance of temporary school student records.

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Conflicts of Interest & Bias



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Conflict of Interest & Bias

Any individual designated by the district as a Title IX Coordinator, Investigator, a Decision-Maker, or any person designated by the district to facilitate an informal resolution process, must not have a conflict of interest or bias for or against Complainants or Respondents generally or an individual Complainant or Respondent.

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102

Conflict of Interest & Bias

Conflict of interest:

- In the decision-making context, a situation in which an individual is “subject to two coexisting interests that are in direct conflict with one another.”
 - Not: “I know one of the parties.”

Bias:

- “Prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.”

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How to Address Implicit Bias

- More deliberate or conscious thinking
 - Sometimes called “Staring” (as opposed to “Blinking”)
 - This involves allowing yourself time to fully think through a scenario before coming to a decision/conclusion

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How to Address Bias: Create a Checklist

- Create a checklist beforehand
 - For ex: A pre-made checklist of allegations to be proven/disproven
- Decision-making checklists can encourage less biased decisions; they provide an objective framework to assess your thinking¹
- Can be effective in overcoming stereotypes²
- Helps reduce the attention given to biased characteristics that may influence decision-making³

1. Arkes. Hal R. Arkes & Victoria A. Shaffer, Should We Use Decision Aids or Gut Feelings? in G. GIGERENZER & C. ENGEL, EDS., HEURISTICS AND THE LAW (2004).
2. Isaac. Carol Isaac, Barbara Lee & Molly Carnes, Interventions That Reduce Bias in Clinical Decision Making: A Systematic Review, 84 Academic Medicine 1440 (2009).
3. Uhlmann. Eric Luis Uhlmann & Geoffrey L. Cohen, Constructed Criteria: Reducing Stereotype-Based Discrimination, 16 PSYCHOL. SCI. 474 (2005).
All materials compiled by the ABA Implicit Bias Toolkit, which can be found here: <https://www.americanbar.org/groups/diversity/resources/implicit-bias/>

105

Questions?



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106

Final Review

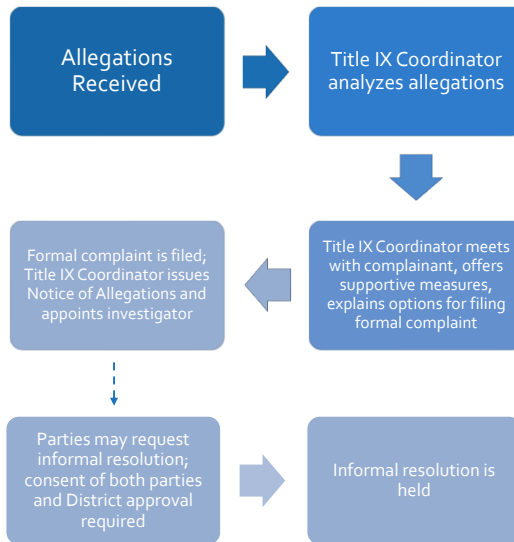


Prepare for Success

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107

Final Review of Process



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108

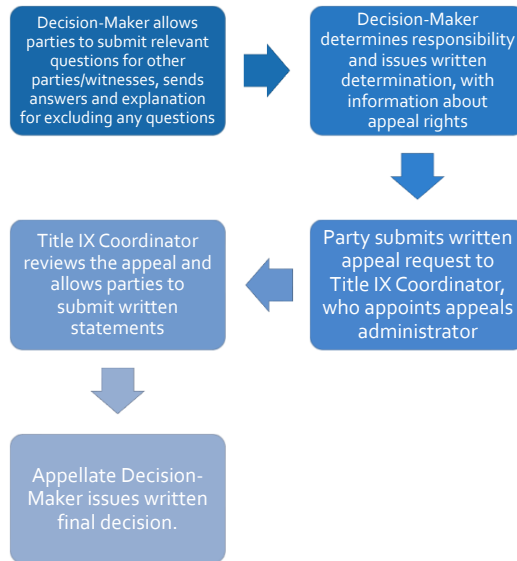
Final Review of Process



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109

Final Review of Process



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110

Questions?



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Robbins Schwartz

KEVIN P. NOLL

ASSOCIATE, CHICAGO

312.332.7760

knoll@robbins-schwartz.com

Kevin's practice focuses in the area of labor and employment law. Kevin counsels school districts, community colleges, libraries, and municipalities with issues involving employee discipline, internal investigations, employee leaves of absences, and alleged discrimination and harassment claims. Kevin also defends clients in litigation and administrative charges in federal and state court, the U.S. Equal Employment Opportunity Commission, the Illinois Department of Human Rights, and the Illinois Department of Labor. In addition to his experience in labor and employment law, Kevin has trained school districts and community colleges pursuant to Title IX of the Education Amendments Act of 1972.

Prior to joining Robbins Schwartz, Kevin represented individuals with employment matters, civil rights claims, and consumer protection litigation.

AWARDS

Illinois "Rising Star," by Super Lawyers Magazine (2017-2021)

RECENT PUBLICATIONS

Contributing author, "Employment Discrimination" *School Law: Personnel and Student Issues*, IICLE (2021)

"NLRB Takes New Look at Charter Schools," *Chicago Daily Law Bulletin* (2019)

RECENT PRESENTATIONS

Updates from the DOL: New Developments for FMLA, FLSA, and IWPCA, IAPD/IPRA Soaring to New Heights Conference (January, 2020)

Is it ADA, FMLA, or Other Leave? Navigating the Murky Waters of Employee Leave Benefits, IAPD/IPRA Soaring to New Heights Conference (January, 2020)

Illinois Minimum Wage: Nutz and Bolts Overview, IGFOA Payroll Seminar (October 2019)



PRACTICE AREAS

Labor & Employment

EDUCATION

J.D., The John Marshall Law School

B.A., Indiana University

ADMITTED TO PRACTICE

U.S. District Court for the Northern District of Illinois

Supreme Court of Illinois

ORGANIZATIONS

Chicago Bar Association

Illinois State Bar Association

Kane County Bar Association

Robbins Schwartz

EMILY P. BOTHFELD

ASSOCIATE, CHICAGO

312.332.7760

ebothfeld@robbins-schwartz.com

Emily practices in the area of education law with a focus on student and higher education matters. She counsels school districts and higher education institutions on a variety of issues, including matters related to student discipline, Title IX, free speech, student disability rights, student data privacy and policy development. She has extensive experience representing educational institutions in responding to complaints filed with the U.S. Department of Education's Office for Civil Rights, Illinois State Board of Education, Office of the Illinois Attorney General and Illinois Department of Human Rights. Emily regularly represents school districts and higher education institutions in state and federal court on civil rights and constitutional claims and breach of contract claims.

Prior to joining Robbins Schwartz, Emily represented students with disabilities in special education matters. Emily attended the George Washington University Law School, where she was a member of the George Washington International Law Review and the GW Law Moot Court Board. Prior to attending law school, Emily taught high school mathematics and science in Hangzhou, China.

RECENT PUBLICATIONS

"Disabled Athlete Can't Support ADA Claims," *Chicago Daily Law Bulletin* (2018)

RECENT PRESENTATIONS

Legislative Update: A Review of New (and Proposed) Laws Affecting Illinois Community Colleges' Risk Management Practices, Illinois Community College Chief Financial Officers Fall Conference (October 2019)

A Student's "Right" to a College Education: Due Process Rights in Academic and Non-Academic Discipline, Illinois Community College Chief Student Services Officers' Summer Meeting (June 2019)

Updates and Recent Developments out of the U.S. Department of Education, Chicago Bar Association Education Law Committee Spring Seminar (March 2019)

Legal Hot Topics for Nursing Program Administrators and Faculty, Illinois Organization of Associate Degree Nursing (March 2019)



PRACTICE AREAS

Education Law
Higher Education
Special Education
Student Discipline

EDUCATION

J.D., *with honors*, George Washington University Law School

B.S., *cum laude*, Vanderbilt University

ADMITTED TO PRACTICE

U.S. Court of Appeals for the Seventh Circuit

U.S. District Court for the Northern District of Illinois

Supreme Court of Illinois

ORGANIZATIONS

Chicago Bar Association

Illinois Council of School Attorneys

National Council of School Attorneys