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**REQUEST FOR PROPOSALS  
GMU-1790-22**

**ISSUE DATE:** January 14, 2022

**TITLE:** Title VII & IX and ADA Investigation/Consultation Services

**PRIMARY PROCUREMENT OFFICER:** James F. Russell, Director, [jrussell@gmu.edu](mailto:jrussell@gmu.edu)

**SECONDARY PROCUREMENT OFFICER:** Erin Rauch, Asst Director, [erauch@gmu.edu](mailto:erauch@gmu.edu)

**QUESTIONS/INQUIRIES:** E-mail all inquiries to both Procurement Officers listed above, no later than 2:00 PM Eastern Time (ET) on , January 25, 2022. **All questions must be submitted in writing.** Responses to questions will be posted on the [Mason Purchasing Website](#) by 2:00 PM ET on February 1, 2022. Note: Questions must be submitted in WORD format. Also see section III. COMMUNICATION, herein.

**PROPOSAL DUE DATE AND TIME:** February 16, 2021 @ 2:00 PM ET. **SEE SECTION XI.A.1 FOR DETAILS ON ELECTRONIC PROPOSAL SUBMISSION.**

**In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiations.**

Name and Address of Firm:

Legal Name: Grand River Solutions

Date: 2/2/2022

DBA: \_\_\_\_\_

Address: PO Box 2094  
Saratoga, CA 95070

By:   
Signature

FEI/FIN No. 83-2545118

Name: Jody Shipper

Fax No. \_\_\_\_\_

Title: Managing Partner

Email: ebrady@grandriversolutions.com

Telephone No. 650-383-4753

SWaM Certified: Yes: \_\_\_\_\_ No: \_\_\_\_\_ (See Section VII. SWaM CERTIFICATION for complete details).

SWaM Certification Number: \_\_\_\_\_

This public body does not discriminate against faith-based organizations in accordance with the *Governing Rules*, § 36 or against a Bidder/Offeror because of race, religion, color, sex, national origin, age, disability, or any other prohibited by state law relating to discrimination in employment.



Proposal for  
Title VII & IX and ADA  
Investigation/Consultation Services

George Mason University

GMU-1790-22

January 2022

Dear Director Russel and Assistant Director Rauch,

It is our pleasure to submit this proposal to George Mason University (Mason) in response to your request for Title VII & IX and ADA investigation and consultation services, including hearing services.

Together, the experts at Grand River Solutions have decades of combined, direct, on-campus experience at institutions that include large public research universities in the very roles responsible for performing the work contemplated under this review. In addition to our direct, hands-on experience with all aspects of an institution's Title VII & IX and ADA response including investigations, hearings, advisor services, facilitators of informal resolutions, and Title IX services, hearing services, we have conducted numerous external compliance reviews, and provided consulting services regarding all aspects of Title VII & IX and ADA response including policy and procedure development and implementation, investigations, adjudication and appeals processes, as well as trainings and seminars.

By sharing our many years of experience doing all phases of the work, as well as our consulting work with a wide variety of institutions, we are uniquely qualified to understand, identify and address the challenges that administrators encounter. Thus, we are well positioned to conduct efficient investigations that work for each institution in ways that respect and incorporate the unique culture, values, and resources of the community.

We look forward to discussing this proposal with you and having an opportunity to work with you and your colleagues at George Mason University.

Respectfully,

Jody Shipper & Cherie A. Scricca, Co-Founders and Managing Directors  
Grand River Solutions

[jody@grandriversolutions.com](mailto:jody@grandriversolutions.com) / [cherie@grandriversolutions.com](mailto:cherie@grandriversolutions.com)

## 1. Procedural Information

### a. Cover Page and Attachments

The Cover Page, Attachment A, Sample Reporting, and Staff Resumes are attached at the end of this document.

### b. Attachment A - Small Business Subcontracting Plan

Attached at the end of this document.

### c. Payment Preference

Option #3- Net 30 Payment Terms. Grand River Solutions will enroll in Paymode-X where all payments will be made electronically to the Grand River Solution's bank account.

## 2. Qualifications and Experience

### a. Describe your experience in providing similar services described in the Statement of Needs:

The team at Grand River Solutions has decades of combined experience in investigating matters within the purview of Title VII Equal Opportunity, Title IX, and ADA Federal Law on colleges and universities across the country. We are qualified, willing, and able to conduct internal investigations at the discretion of Mason and our company and staff structure enable us to initiate investigations expeditiously and to conduct interviews and produce reports in a timely manner. We have significant experience providing internal investigative services as external consultants wearing only the hat of fact-finders for colleges and universities across the country including for George Mason University.

Grand River Solutions has a strong understanding of the internal framework of Mason's administration as a result of having provided Title VII Equal Opportunity, Title IX, and ADA Federal Law investigative services since October 2021 to George Mason University.

We have provided outside investigative services such as the ones identified by Mason to more than 150 colleges and universities across the country. This includes conducting investigative research relating to Title IX and EO, conducting interviews, writing reports, and evidence review. In addition, we provide consultation with campus

administrators such as Title IX Coordinators and DEI leadership on remedies to stop and prevent recurrence of specific matters related to consultation.

In the last five years, the professionals at Grand River Solutions have completed or supervised more than 900 investigations involving students and employees, as well as public complaints.

Investigation Type	Investigations Completed
Sexual Harassment	450
Sexual Assault	350
Dating/Domestic Violence	100
Stalking	100
Gender Discrimination	100
Race Discrimination	50
Disability Discrimination	40
Age Discrimination	25
Religious Discrimination	10
Veteran Status Discrimination	4

In addition to investigations, we provide a full complement of innovative services that focus on anti-harassment and anti-discrimination procedures.

These services include:

#### Hearing Services

Grand River Solutions provides Hearing Services to numerous clients. All our professionals have worked directly with students, staff, and faculty on college campuses, in all phases of the response, investigation, and adjudication processes required of any Title IX and/or equity office. In addition to understanding the requisites and compliance demands of the hearing officer role, we also recognize the stresses for complainants, respondents, witnesses, their advisors, their parents, and all the others who are a direct or indirect part of any hearing, and how those stresses can be manifested and impact the hearing process. We know that each comes to any hearing with their own expectations, goals, and fears, and we have the expertise and hands-on experience to balance these realities with the necessity of running a smooth, fair,

balanced hearing. While others may understand policies and laws, we go one step further, and understand the student experience, the significance of this work for staff, and the impact of these processes on faculty, and thus understand the importance of placing the parties at the center of the hearing process.

Our experienced hearings officers understand how to conduct hearings, but more than that, how to work within the culture of higher education. Because of our deep understanding of the culture of higher education, we understand the realities of performing this work within the higher education environment, which also enables our hearing officers to be more effective and more efficient. We are qualified to provide this service because our team of professionals have practical working knowledge of university processes and procedures to address sexual harassment and all forms of harassment and discrimination cases.

These services include:

- Function as Chairperson or Hearing Officer for Title IX or other Hearing Panels; resolve procedural disputes that arise during the hearing; respond to questions, objections, or disruptions of conduct hearings.
- Prepare and conduct pre-hearing procedures.
- Manage logistics of the hearing process.
- Draft written decision, with clear analysis and sound rationale, including all elements required under the May 2020 Title IX Final Regulations as well as any additional elements required by an institution's policy.

#### Informal Resolution Services

Grand River Solutions provides trained professionals to mediate and facilitate informal and alternate resolutions in accordance with institution policies and procedures for numerous institutions of higher education.

Advisor Services Grand River Solutions provides advisor services to numerous clients.

These services include:

- Meeting with the parties prior to a hearing and attend prehearing conference.

- Review of evidence and investigation report.
- Conduct cross-examination of witnesses and other party.
- Advice regarding university policy and procedures.
- Assist with navigation of university services and resources.

#### Appeals Officer

Grand River Solutions provides trained appeals officers, chairs and/or coordinators of appeals panels for numerous institutions of higher education.

#### Interim Title IX Coordinator

Grand River Solutions provides institutions with the ability to delegate some or all of their Title IX and equity needs (including but not limited to the those contemplated in this proposal) on an interim or ongoing basis, supporting schools that need long-term support, as well as those who experience short-term gaps in staff due to leaves, prolonged searches or hiring freezes.

#### Policy and Process Review

Grand River Solutions subject-matter experts review relevant institutional policies and procedures to ensure the policies addresses the unique needs of each school, while mindful of both state and federal regulatory requirements as well as best and emerging practices.

#### Consulting/Mentoring Services

Grand River Solutions staff may be called upon to provide guidance and coaching to Title IX Coordinators, and as appropriate, guidance to leadership on Title IX and equity-related compliance efforts. Additionally, a review of draft investigation reports prepared by campus investigators may be provided as needed, to improve quality and consistency of reports produced.

- b. Names, qualifications (including licenses, insurance, certification, etc.) and experience of personnel to be assigned to work with Mason.

The professionals who will provide direct investigation services to Mason have received training in Title IX, harassment and discrimination laws, retaliation, implicit bias, cultural sensitivity, FETI (Forensic Experiential Trauma Interview), and other relevant areas that

enable them to successfully perform their roles. Fourteen of our professionals possess an advanced degree. The Grand River Solutions website contains biographies of all our professionals, including more specifics regarding our educational experience (click [here](#) to navigate to our website).

The table below lists the years of experience and education level for each of the investigators who could be assigned to Mason cases:

Grand River Solutions Investigations Team	Years of Experience	Education
Jody Shipper	22	Juris Doctor
Kelly Whitney	29	B.A., Private Investigator License
Karen Nutter	17	Juris Doctor
Adam Wolkoff	15	Juris Doctor Ph.D. in U.S. and African American History
Jackie Hennard	15	Juris Doctor
Tera Johnson	12	Master of Education
Abby DeFeo	11	Master of Business Administration
Andrew Velasquez	10	Juris Doctor
Jessica Brown	10	Juris Doctor
Pari Le Golchehreh	10	Juris Doctor
Katon Dalton	10	Juris Doctor
LaNell Shirley	9	Juris Doctor
Donna Wagner	7	Master of Science
Katon Dalton	10	Juris Doctor
Martin Stanberry	6	Juris Doctor

The table below lists the years of experience and education level for each of the hearing officers who could be assigned to Mason cases:

Grand River Solutions	Years of	Education
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Hearing Officer Team	Experience	
Jill Moffitt	17	Doctor of Education
Ann James	21	PhD, College Student Personnel
Chantelle Cleary Botticelli	17	Juris Doctor
Martha Compton	20	M.A., Student Development
Karen Nutter	17	Juris Doctor
Jackie Hennard	15	Juris Doctor
Kelly Gallagher	15	MBA Master of Education, Higher Education and Student Affairs
Katon Dalton	10	Juris Doctor
LaNell Shirley	9	Juris Doctor
Darci Heroy	6	Juris Doctor

c. Resumes of personnel working with Mason.

Attached.

d. Sample reporting.

Attached.

### 3. Specific Plan (Methodology):

Our investigation team is led by Karey Krohnfeldt, Director of Resolution Services. We provide a single point of contact so that schools do not need to contact multiple investigators in order to find one who is available so to ensure that investigations are initiated expeditiously and that interviews are conducted, and reports are generated in a timely manner. Karey, together with Chantelle Cleary Botticelli, our Director of Strategic Partnerships and Client Relations, identify an available experienced, trained investigator and will connect the investigator with the identified Mason contact person. Given Jody Shipper's extensive experience working with the administration at Mason and experience investigating matters within the purview of Title VII Equal Opportunity, Title IX, and ADA Federal law, she is available to serve as the client's point of contact,

provide any needed support to investigators, and to ensure that investigations are timely, neutral, and in keeping with Mason policies and procedures. When providing investigative services, we recognize the importance of our role as an outside investigative source that wears only one hat, that of a fact-finder.

a. Your approach to providing the services described herein.

Upon request, a trained and experienced Grand River Solutions investigator is appointed. The investigator will conduct a thorough and impartial investigation while at all times treating both the complainant and respondent respectfully and fairly. The investigator carries out all aspects of the investigation process, including investigative research, interviewing parties and witnesses, gathering evidence from parties and witnesses, and seeking any additional evidence that may be necessary to ensure a thorough and neutral investigation. At the conclusion of the evidence-gathering phase, the investigator then provides all directly related evidence to each party and their advisors, through a secure server, and then continues the investigation process as may be appropriate. At the conclusion of the investigation process, the investigator prepares an investigative report, which may include preliminary findings if requested by the client. This report is then provided to each party, as well as their advisor, prior to the commencement of the hearing process, so that each party may provide a response if they wish to do so.

Investigative research relating to Title IX and EO

Once a trained and experienced Grand River Solutions investigator is appointed, they begin with a detailed review of relevant and available information and relevant institution policies followed by a consultation call with the appropriate Mason designee to understand the expectations, confirm the scope of the allegations, applicable policies, and any protocols to be observed during the investigation. When the conduct at issue might fall under more than one policy, the investigator and the Mason designee will discuss whether all allegations will be conducted as part of one investigation, or whether there will be two or more investigations.

The investigator will determine the appropriate investigative method or methods to be used. The investigator reviews any relevant procedural documents or informational documents provided by the Mason designee. The investigator provides an

investigative plan and an estimated budget, to include a timeline and list of issues to be investigated, witnesses to be interviewed, evidence to be reviewed and/or collected, for feedback and authorization from the Mason designee.

### Interviews

The investigator conducts interviews via a secure video platform and takes and maintains detailed interview notes of all activity that occurred during the course of the interview or interviews and the information shared by the interviewee with the interviewer during the course of the interview and investigation.

For investigations not covered by the May 2020 Final Regulations, the investigator conducts and documents a credibility and reliability assessment, as may be appropriate. GRS provides to each individual interviewed the notes taken from that interview soon after the interview is concluded so that the interviewee may confirm what the investigator has recorded as their statement and provide corrections or additions as appropriate.

### Evidence Review

The investigator conducts an evidence review in accordance with Mason's format and policies.

### Report Writing

At the conclusion of the investigation process, the investigator prepares a confidential and detailed report and summaries of interviews in accordance with Mason investigative procedure. The report includes all items as outlined by Mason policy/procedure at time of the investigation's conclusion. The report, and any relevant information, records, evidence, data, or documentation are then shared with the appropriate parties (and their advisors) within an agreed upon amount of time following the conclusion of the investigation.

The investigator is also available to conduct a debriefing, present reports, findings, and conclusions as needed with the appropriate Mason staff.

Consultation with Title IX Coordinator and/or DEI leadership on remedies to stop and prevent recurrence of specific matters related to consultation.

We provide a variety of in-depth consulting services that go beyond legal requirements and compliance to provide solutions that incorporate and adapt best practice with what is practical for an individual institution. A key component of our approach to is the belief that it is important to be generous with our knowledge and experience while working with an institution and teach as we go. To this point, a Grand River Solutions team member will provide consultation to the Title IX Coordinator and/or DEI leadership to offer insight into issues that arise and remedies to stop and prevent recurrence of specific matters.

Hearing Services

As the investigation concludes, and if requested by the client, a trained and experienced Grand River Solutions hearing officer is assigned. When needed, trained advisors to conduct cross-examination are also available. Neither the hearing officer nor the advisors will have had any other role in the adjudication process. The hearing officer will work with the Title IX Coordinator to identify additional panel members, if appropriate, and may also work with the parties to schedule the hearing if DEI Leadership and/or the Title IX Coordinator wishes to delegate that responsibility. The hearing officer will then conduct any pre-hearing processes, conduct the hearing, and draft the written outcome report for dissemination to the parties, all in keeping with college policies and procedures, and applying best practices.

Hearing Officer

Services provided may include, as needed:

- Function as Chairperson or Hearing Officer for Title IX or other Hearing Panels; resolve procedural disputes that arise during the hearing; respond to questions, objections, or disruptions of conduct hearings
- Prepare and conduct pre-hearing procedures
- Manage logistics of the hearing process
- Draft written decision, with clear analysis and sound rationale, including all elements required under the May 2020 Title IX Final Regulations as well as any additional elements required by University policy.

b. What, when and how services will be performed.

Grand River Solutions will conduct internal investigations for Mason as an outside investigative source and function solely as a fact-finder. Services will be provided on an as needed basis at the discretion of Mason and will be initiated expeditiously to ensure that investigations are conducted in a timely manner.

Grand River Solutions investigators, hearing officers, and advisors have extensive experience conducting these processes in person, and virtually. We have been providing virtual informal resolutions, hearing services, and appeals since our inception, and well prior to the current pandemic which has caused some hearing officers to attempt virtual hearings without the benefit of our extensive experience. Our professionals are well versed in all aspects of most platforms and can address any needs that arise. In addition, we have support staff to provide any additional support as needed.

c. Do you provide an electronic hub and ability to comply with use of electronic data?

Grand River Solutions utilizes Onehub, a secure cloud-based file storage and sharing platform. We have the ability to comply with any requests regarding electronic data. GRS would be pleased to share a copy of our Data Security policy upon request.

d. What is the timeframe for responding to our request(s) for service?

Upon receiving a request for investigative services from Mason, Chantelle Cleary Botticelli, Director for Strategic Partnerships and Client Relations, together with Karey Krohnfeldt, Director of Resolution Services, will identify an available experienced, trained investigator within 2 days and will connect the investigator with the identified Mason contact person.

e. Can you provide a statement of your commitment to diversity and inclusion?

Diversity Matters. Understanding, recognizing, and addressing the impact of discriminatory bias is at the heart of our work. We stand in support of equity and against harassment and discrimination in all its forms. Our work is better because we value and learn from the diversity of thought, lived experiences, and backgrounds of our staff and the communities we serve.

The mission of Grand River Solutions is to promote equity through our work in schools, colleges, and universities throughout the country. We do not discriminate either in our business practices or in our work on the basis of race, religion, national origin, age, gender, color, protected Veterans status, disability, sexual orientation, gender identity or expression, or any other state or federally protected characteristic. We pride ourselves on our diverse working group that includes women, minorities, people with disabilities, and professionals who identify as members the LGBTQ community.

Grand River Solutions has great success in the recruitment of women and minority employees, evident by the large percentage of women and minorities on our team. We actively search for a diverse population of candidates during our recruitment processes.

While Grand River Solutions is not a MWESB company, our managing directors are both women, and more than 75% of our staff are comprised of women.

Grand River Solutions has great success in the recruitment of women and minority employees. We actively search for a diverse population of candidates during our recruitment processes.

4. References:

1. **Union College**

**Name:** Mary Simeoli

**Title:** Title IX Coordinator

Phone: (518) 388-6865

Email: [titleix@union.edu](mailto:titleix@union.edu)

Length of Service: 2 Years

## 2. Loyola College

Name: David Tiscione

Title: Title IX Coordinator

Phone: 410-617-2918

Email: [dmtiscione@loyola.edu](mailto:dmtiscione@loyola.edu)

Length of Service: 2 Years

## 3. Stony Brook University

Name: Marjolie Leonard

Title: Title IX Coordinator

Phone: 631-632-6280

Email: [titleix@stonybrook.edu](mailto:titleix@stonybrook.edu)

Length of Service: 1 Year

## 5. Proposed Pricing:

The hourly rates for Investigations and Hearing Officers include all fees and expenses including travel.

The hourly rates are:

Investigations: \$250/hour

Hearing Officers: \$330/hour

Investigations require approximately 50 hours. The cost per investigation would be approximately \$12,500. Grand River Solutions strives to complete investigations in an efficient and timely manner, but given the various complexities that can arise, cannot guarantee the number of hours an investigation may take.

Our experience with hearings allows us to estimate an approximate hearing time of 30 hours, but given the many complexities, and we cannot guarantee completion within any time frame. The cost per hearing would be approximately \$9,900.

In total, including investigative services (\$250/hour x 50 hours) and hearing services (\$330/hour x 30 hours), the flat rate to assist with the full adjudication process is approximately \$22,400. This is dependent on case specific requirements, which will determine the number of hours required to complete a given assignment. Thus, we cannot guarantee completion within any time frame.

**6. In your proposal response please address the following:**

- a. Are you and/or your subcontractor currently involved in litigation with any party?

No.

- b. Please list any investigation or action from any state, local, federal or other regulatory body (OSHA, IRS, DOL, etc.) related to your firm or any subcontractor in the last three years.

None.

- c. Please list all lawsuits that involved your firm or any subcontractor in the last three years.

None.

- d. In the past ten years has your firm's name changed. If so, please provide the reason.

Our name has not changed in the past ten years.





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**REQUEST FOR PROPOSALS  
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**SECONDARY PROCUREMENT OFFICER:** Erin Rauch, Asst Director, [erauch@gmu.edu](mailto:erauch@gmu.edu)

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**PROPOSAL DUE DATE AND TIME:** February 16, 2021 @ 2:00 PM ET. **SEE SECTION XI.A.1 FOR DETAILS ON ELECTRONIC PROPOSAL SUBMISSION.**

**In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiations.**

Name and Address of Firm:

Legal Name: Grand River Solutions

Date: 2/2/2022

DBA: \_\_\_\_\_

Address: PO Box 2094  
Saratoga, CA 95070

By:   
Signature

FEI/FIN No. 83-2545118

Name: Jody Shipper

Fax No. \_\_\_\_\_

Title: Managing Partner

Email: ebrady@grandriversolutions.com

Telephone No. 650-383-4753

SWaM Certified: Yes: \_\_\_\_\_ No: \_\_\_\_\_ (See Section VII. SWaM CERTIFICATION for complete details).

SWaM Certification Number: \_\_\_\_\_

This public body does not discriminate against faith-based organizations in accordance with the *Governing Rules*, § 36 or against a Bidder/Offeror because of race, religion, color, sex, national origin, age, disability, or any other prohibited by state law relating to discrimination in employment.

**ATTACHMENT A**  
**SMALL BUSINESS SUBCONTRACTING PLAN**  
**TO BE COMPLETED BY OFFEROR**

Offerors must advise any portion of this contract that will be subcontracted. It is the goal of the Commonwealth that over 42% of its purchases be made from small businesses. All potential offerors are required to include this document with their proposal in order to be considered responsive.

**Small Business:** "Small business (including micro)" means a business which holds a certification as such by the Virginia Department of Small Business and Supplier Diversity (DSBSD) on the due date and time for proposals. This shall also include DSBSD certified women- owned and minority-owned businesses and businesses with DSBSD service disabled veteran owned status when they also hold a DSBSD certification as a small business on the proposal due date. Currently, DSBSD offers small business certification and micro business designation to firms that qualify.

Certification applications are available through DSBSD online at [www.SBSD.virginia.gov](http://www.SBSD.virginia.gov) (Customer Service).

**Offeror Name:** Grand River Solutions

**Preparer Name:** Jody Shipper

**Date:** 2/3/22

**Who will be doing the work:** ☐ I plan to use subcontractors ☒ I plan to complete all work

**Instructions**

- A. If you are certified by the DSBSD as a micro/small business, complete Section A of this form.
- B. If the "I plan to use subcontractors" box is checked, complete Section B of this form. For the proposal to be considered and the offeror to be declared responsive, the offeror shall identify the portions of the contract that will be subcontracted to any subcontractor, to include DSBSD certified small business for the initial contract period in relation to the offeror's total price for the initial contract period in Section B.

**Section A**

If your firm is certified by the DSBSD provide your certification number and the date of certification.

Certification Number: \_\_\_\_\_ Certification Date: \_\_\_\_\_

**Section B**

If the "I plan to use subcontractors" box is checked, populate the requested information below, per subcontractor to show your firm's plans for utilization of any subcontractor, to include DSBSD-certified small businesses, in the performance of this contract for the initial contract period in relation to the offeror's total price for the initial contract period. Certified small businesses include but are not limited to DSBSD-certified women-owned and minority-owned businesses and businesses with DSBSD service disabled veteran-owned status that have also received the DSBSD small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc. It is important to note that these proposed participation will be incorporated into the subsequent contract and will be a requirement of the contract. Failure to obtain the proposed participation dollar value or percentages may result in breach of the contract.

**Plans for Utilization of Any subcontractor, to include DSBSD-Certified Small Businesses, for this Procurement**

**Subcontract #1**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #2**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #3**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #4**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

**Subcontract #5**

Company Name: \_\_\_\_\_ SBSD Cert #: \_\_\_\_\_  
Contact Name: \_\_\_\_\_ SBSD Certification: \_\_\_\_\_  
Contact Phone: \_\_\_\_\_ Contact Email: \_\_\_\_\_  
Value % or \$ (Initial Term): \_\_\_\_\_ Contact Address: \_\_\_\_\_  
Description of Work: \_\_\_\_\_

# SAMPLE REPORTING

## Sexual Misconduct Case Number 0011 Final Investigation Report

### **Overview of the Investigation**

The following investigative report summarizes the relevant evidence obtained in an investigation conducted in response to a formal complaint filed by Grand River University student TAYLOR DOE ("Complainant") on March 1, 2021 alleging that Grand River University student DREW SMITH ("Respondent") violated Grand River University's Sexual Misconduct Policy.

### **Objective of the Investigation and Investigative Report**

The purpose of this investigation is to gather information pertinent to the reported act of prohibited conduct and identify evidence that is relevant and directly related to the allegations in the formal complaint so that a panel of independent decision makers appointed by Grand River University can make a determination regarding the facts of the matter including whether the University's Sexual Misconduct Policy has been violated. This investigation presents the information gathered but does not draw any conclusions regarding the information gathered.

This investigation was conducted in accordance with the procedures set forth in Grand River University's Sexual Misconduct Policy. This investigation focused on a fair and impartial collection of all available evidence including, but not limited to, witness accounts and documents. The Complainant and the Respondent were given opportunities to offer evidence for review by investigators. Prior to completion of this report, both parties and their advisors were afforded the opportunity to review all evidence obtained as part of the investigation that is directly related to the allegations in the formal complaint. The parties were given ten (10) to review the evidence and submit a written response for consideration by the investigator(s) prior to the completion of this report. Their responses were considered by the investigators when developing this report and are included in Appendix A.

This report is a summary of all relevant evidence collected and reviewed as a part of the investigation. The final report was provided to the parties on April 25, 2021 and the

# SAMPLE REPORTING

parties were given ten (10) days to submit a written response. The parties did not submit written responses to this report.

## Prohibited Conduct Alleged

The formal complainant states that during the early morning hours of November 1, 2020 while at the Grand River Country Club, which is a building owned and controlled by Grand River University, Respondent engaged in conduct constituting Rape, as defined in section V(3) of the Sexual Misconduct Policy. Specifically, Complainant has reported that Respondent penetrated Complainant's vagina with his penis when Complainant was incapacitated by alcohol and therefore incapable of providing affirmative consent.

## Jurisdiction

The University has jurisdiction to investigate this matter because the Responding Party is a student and

1. The conduct is alleged to have occurred on or after August 14, 2020;
2. The conduct is alleged to have occurred in the United States;
3. The conduct is alleged to have occurred in the Sigma Epsilon Omelet ("SEO") fraternity house, which is a building that is owned and controlled by the Sigma Epsilon Omelet ("SEO"), a recognized student organization.

## Investigators

The University has assigned the following individuals to investigate the report:

- Abbey Plates
- Kevin F. Ware

Investigator Plates and Investigator Ware have received training in conducting investigations and writing this report, as required by law and regulation. See Appendix E for a full description of Investigator Plates' and Investigator Ware's training history.

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## Procedural History

Appendix D contains a document detailing the procedural steps taken in this matter from the receipt of the formal complaint to the submission of this report.

## Investigation Methodology

The following interviews were conducted, and the following materials were gathered as a part of this investigation

## Witness Interviews

The following witnesses were interviewed by the investigators on the dates indicated:

Witness Name	Witness identified by:	Brief Overview of Information Offered
Complainant	NA	N/A
Respondent	NA	N/A
Witness 1	Complainant	Complainant's roommate. Offered information about the prior history between the parties, was present at the formal and interacted with the parties immediately before and after the reported act of prohibited conduct.
Witness 3	Complainant	Witness 3 is Complainant's roommate. Witness 3 offered information about his observations of Complainant in the days and weeks following the reported act of prohibited conduct.
Witness 5	Respondent	Witness 5 was present at the formal. She offered information about her observations of the parties immediately prior to the alleged act of prohibited conduct.
Witness 6	Investigators	Witness 6 was present at the formal. Witness 6 was unable to provide

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		information relevant to the alleged act of prohibited conduct.
Witness 7	Respondent	Witness 7 is Respondent's intimate partner. She provided information about her interactions with Complainant in the days following the alleged act of prohibited conduct.

The following witnesses were identified, but not interviewed:

Witness Name	Witness identified by:	Reason Witness Not Interviewed
Witness 2	Complainant/Respondent	Witness declined to participate
Witness 4	Complainant	Attempts to contact this witness were unsuccessful

Each person interviewed was given an opportunity to review and respond to the transcript of their interview following the interview via a secure electronic file sharing system. The transcripts for each person interviewed appear in Appendix A of the Investigative Record. Any corrections or comments provided by the party or witness appear in Appendix A, immediately following their party/witness transcript.

### Documents Collected

All relevant evidence collected during the course of the investigation is attached hereto in Appendix A and Appendix B. Evidence deemed irrelevant by the investigator, but that is directly related to the allegations in the formal complaint is included in Appendix C. Appendix E contains transcripts of training received by Investigators Plates and Ware. All Appendices and the evidence therein has been shared with the parties and their advisors. The parties have had equal opportunity to review the evidence and to submit written comments in response to the evidence. The written responses of the parties are included in Appendix A.

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## Summary of the Relevant Evidence

*The investigator may choose to provide a brief overview of undisputed facts/facts in dispute, here.*

## Complainant's Account:

### **Prior History Between the Parties**

Complainant is a second semester junior. She lives in an off-campus residence with eight other students. Complainant is employed as a bartender at Cheers. Complainant described Cheers as "a popular sports bar" among the undergraduate student population. (Record, p. 2).

On an unknown date towards the end of spring 2020 term Complainant's roommate, Witness 1, told Complainant that her boyfriend's fraternity brother had "noticed her" when she was working at the bar and had asked Witness 1 to introduce them. (Record, p. 3). A few days later, Witness 1 and her boyfriend, Witness 2, came into the bar when Complainant was working. Respondent was with them. According to Complainant, she immediately recognized Respondent as a regular customer of the bar. She stated that he had always been "friendly" and "awkwardly flirty" with her. (Record, p. 3).

Complainant reported that Witness 1 and Witness 2 "officially introduced" her and Respondent. Complainant stated that because she was working, she couldn't spend much time that night talking to Respondent. (Record, p. 3). Complainant reported that the next day, Witness 1 and Witness 2 asked Complainant what she thought of Respondent. Complainant stated, "I told them that I thought that [Respondent] was 'ok' but not really my type." Complainant went on, "[Witness 1] begged me to give him a chance. [Witness 1] just kept saying that it would be so much fun if we were both dating guys from the same fraternity." Complainant stated that she agreed to, "get to know [Respondent] better before totally rejecting him." (Record, p. 3).

Complainant reported that over the course of the remainder of the term, which was only a few weeks, she spent time with Respondent in large social settings on four or



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five occasions. She stated that Respondent was "nice", "attentive", and "not at all disrespectful" towards her. (Record, p. 3-4). She stated,

"It was clear that he was into me, but he didn't, like, try to push it. I liked hanging out with him, he was a good time, but nothing sexual ever happened between us. Honestly, I just wasn't attracted to him. He became a friend, someone to party with, but nothing more."

(Record, p. 4). Complainant stated that because she knew that Respondent "had a crush on her," she was "careful to make clear that she didn't feel the same way". (Record, p. 4). She stated,

"I knew he liked me and I didn't want to lead him on. I never accepted his invitations to hang out alone, I never let him buy me drinks. I even showed up to parties at his house with other guys that I was seeing at the time."

(Record, p. 10). Complainant stated that although she never explicitly told him that she wasn't interested in being more than friends, she thought that her actions had made that clear to him. She stated that she believed that he understood that she was not interested in him, "in that way." (Record, p. 10). When asked to clarify what she meant by "in that way" she responded, "Sexually. Like, he knew that I didn't want to hook up with him or date him." (Record, p. 10).

Complainant reported that at the end of the term, she stayed in the area to work and take a summer course. She stated that she did not see or have any contact with Respondent at all over the summer. (Record, p. 4).

Complainant reported that she saw Respondent for the first time at Cheers on the first Friday night of the fall 2020 semester, which was August 31, 2020. She recalled that she and Respondent "spent a few minutes catching up." (Record, p. 4). Complainant stated that over the next several weeks she spent time with Respondent and his friends "pretty much every weekend" in social settings. (Record, p. 4). She stated,

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"I was under the impression that he had moved on, that he wasn't into me anymore. He wasn't as flirtatious, he stopped making comments that suggested that he had a crush on me. He even came into the bar a few times with another girl. I was happy because I wanted us to be friends."

(Record, p. 4). Complainant reported that on or about October 25, 2020 she was working at Cheers. She stated that Witness 1 and Witness 2 were sitting at the bar having lunch around three p.m. when Respondent showed up and joined them.

(Record, p. 4). Complainant stated that Respondent was "upset" because the girl that he had invited to go to his fraternity's formal had just cancelled on him. (Record, p. 5). Complainant stated that while Respondent was telling them what happened with his date, Witness 1 suggested that Respondent take Complainant to the formal as his date. Complainant reported that Respondent, "got really excited and was like, 'Yes! You should come with me!'" (Record, p. 5).

Complainant reported that the formal was at a "resort" about an hour away from campus and all of the attendees had plans to spend the night at the resort. (Record, p. 5). She stated that she agreed to go only after learning that she and Respondent would be sharing the hotel room with Witness 1 and Witness 2. She stated, "I didn't think anything could get weird if we were all sharing a room. So, I agreed. It sounded like fun, and he hadn't been trying to get with me for a few weeks. I thought it would be a good time with friends..." (Record, p. 5). Complainant was asked to explain what she meant when she said that she didn't think anything "could get weird." Complainant answered, "I meant that I didn't think there would be, like, any opportunity to hook up and so [Respondent] wouldn't try, which meant I wouldn't have to make things weird by rejecting him." (Record, p. 11).

Complainant reported that the formal took place the following Saturday night, which was October 31, 2020. It was held at the Grand River Resort. Complainant stated that the formal was scheduled to start at seven p.m. and was to consist of a cocktail hour, sit down dinner, and dancing. Open bar was from seven p.m. until eleven p.m. with a cash bar to follow until two a.m. All of the attendees had booked hotel rooms at the resort. (Record, p. 5).

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### The Day of the Formal

Complainant stated that she woke up around noon on October 31, 2020 as she had worked until 4 a.m. the night before. After waking, she went to the gym and she took a seventy-five-minute spin class. After leaving the gym, Complainant went to Wegmans and ate a six-inch turkey sandwich. After leaving Wegmans she went home and started to pack for the night. (Record, p. 6). Complainant reported that Witness 2 and Respondent picked her and Witness 1 up at their apartment at approximately 3:30 p.m. and they drove to the resort. Complainant could not recall having anything else to eat or drink prior to leaving for the resort. (Record, p. 6).

Complainant stated that they arrived at the resort at approximately five p.m. and immediately checked into their room. (Record, p. 6). When asked to describe the layout of the room, Complainant stated that the room was, "a normal hotel room." She described that it had one bathroom and two double beds. (Record, p. 6). When asked if sleeping arrangements were discussed prior to arriving at the hotel, Complainant stated that they had not been. (Record, p. 12). When asked if they were discussed once they arrived, she stated,

"We didn't talk about it. [Witness 1] and [Witness2] put their bags on one bed. [Respondent] and I put our bags on another. It was kind of understood that they would be sharing a bed and that [Respondent] and I would share a bed. I wasn't opposed to sleeping in a bed with him. When you're in college, you know, living with lots of roommates, it's common for friends to sleep in bed with each other, especially after a long night of partying. I never for a second thought that agreeing to share a bed with him was a signal that I wanted to have sex with him."

(Record, p. 12). Complainant stated that shortly after they arrived at the hotel, Respondent and Witness 2 put on their suits and then went to the hotel bar. (Record, p. 6). Once they left the room, she and Witness 1 took turns showering and started to "get ready" for the night. (Record, p. 6). Complainant mentioned that as she and Witness 1 were getting dressed they were, "pre-gaming." (Record, p. 6). When asked to explain what she meant by "pre-gaming" she stated that they were "drinking champagne." When asked how much she drank before leaving the hotel room to join

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Respondent and Witness 2, Complainant stated that she had "two small glasses, about 4 ounces each." (Record, p. 12).

### The Formal

Complainant stated that after she and Witness 1 were done getting dressed they joined Respondent and Witness 2 at the hotel bar. Complainant stated that she spent time at the bar with Respondent, Witness 1, Witness 2, and a few other people whom she did not know for approximately an hour before the cocktail hour started. (Record, p. 6). While at the bar, Complainant drank a "pint of club soda" and "one glass of white wine." She stated that she ordered both drinks herself and that she watched the bartender pour the drinks. She further reported that for the entire time that they were at the hotel bar she was seated at the bar itself, between Respondent and Witness 1. (Record, p. 6).

Complainant reported that the entire group that had been hanging out at the bar moved to the cocktail hour at approximately 7:15 p.m. (Record, p. 7). Complainant stated that there were approximately "sixty people" at the cocktail hour, most of whom she recognized from parties or the bar, but none of whom "she was she particularly close with." (Record, p. 7). She stated,

"This wasn't my normal crowd of friends. I knew [Respondent], and [Witness 1] and [Witness 2], of course, but the rest of the people at the party were more of the fraternity and sorority scene, which I had never been a big part of."

(Record, p. 7).

Complainant reported that shortly after arriving at the cocktail hour, Respondent "offered to get her a drink" and she accepted. She stated that he walked away and returned a few minutes later with a "cranberry and vodka cocktail in a pint glass." Complainant stated that the drink was "strong" and so she drank it slowly. (Record, p. 7).

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Complainant stated that at the conclusion of the cocktail hour the party moved into a "big" banquet room. (Record, p. 7). She stated that she and Respondent found their assigned seats and sat down. She reported that they were seated at table with Witness 1, Witness 2, Witness 5, and Witness 6. (Record, p. 7). Complainant reported that "shortly" after they sat down, Respondent asked her if she "needed another drink." Complainant reported that she still had not finished the cranberry and vodka Respondent had gotten for her during the cocktail hour and so "I told him that I was good." (Record, p. 7). Complainant stated that Respondent left her at the table and headed to the bar to get himself another drink. When asked what Respondent had been drinking throughout the night, she stated,

"He was drinking beer up until that point. I remember that he was drinking fast. I wasn't counting, but I would say that by the time we went into the banquet room for dinner, he had had at least four bottles of some sort of IPA, which are strong beers."

(Record, p. 13).

Complainant reported that while Respondent was at the bar, she was "chatting" with Witness 1, Witness 2, Witness 5, and Witness 6. She stated that after about "twenty minutes," Respondent returned to the table. (Record, p. 7). Complainant stated that Respondent sat down next to her, "placed a full cranberry and vodka in front of her," and told her that he had gotten her, "a back-up." (Record, p. 7). Complainant stated, "I remember in the moment being annoyed by it, because I was like, 'Dude, I told you I don't need a drink, I'm a grown ass woman, I can get my own drink if I need one.'" (Record, p. 7). Complainant stated that although she was "annoyed" she "kept drinking what I had." (Record, p. 7).

Complainant stated that Respondent coming to their table and handing her another drink was her "last complete and clear memory" from that night. (Record, p. 7). Complainant reported that the "rest of her memories" from the night were like, "short movie clips." (Record, p. 7). She stated, "I remember bits and pieces. The memories that I have are crystal clear, but they are short little snippets and I'm not sure of the order, like, in which things happened." (Record, p. 7). Complainant reported,

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"The first memory I have is of walking down a long hallway with a lot of doors. I remember that I was leaning against the wall for support as I was walking and I think I was barefoot. I don't remember seeing or talking to anyone. Everything was spinning. I felt like I was in a movie."

(Record, p. 8). Complainant next reported being in a bathroom with stalls. She stated that there was also a pink love seat in the bathroom. (Record, p. 8). Complainant stated that she recalled that she was on the floor in one of the stalls when two girls came into the stall, picked her up, and placed her on the couch. She stated,

"They were really nice to me. They gave me water and then [Witness 1] came in. I think someone went and got her. I remember [Witness 1] saying, 'I don't understand how she got this way.' Then things go blank again."

(Record, p. 8).

### **The Alleged Act of Prohibited Conduct**

Complainant shared her next memory,

"I remember waking up in a bed. The room was dark and I was on my back. My dress was still on, but it was up and my arms were, like, tangled in it. I immediately felt a weight on top of me, I realized it was [Respondent]. He had his mouth on my neck and then my breasts. I remember a sharp pain in my vagina. I realized his penis was inside of me. He was, you know, having sex with me. I tried to lift my hands, but I just couldn't. I remember I tried to speak, but I couldn't find any words. And then there is no more, just black. I must have passed out again."

(Record, p. 8). Complainant stated that she remembered waking up again. She stated that she was face down in the bed with her dress pushed up so that her face was laying on the bottom part of her dress. She reported that someone was "penetrating [her] vaginally" with their penis "from behind." (Record, p. 8). She stated that she tried to push herself up and that as soon as she lifted her head, she began to vomit. She stated

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that whoever had been on top of her withdrew their penis from her vagina, got off of her and yelled, "Oh fuck!" (Record, p. 8). She stated that she recognized the voice as Respondent's. (Record, p. 8). She stated that she was then "dragged by her arms" so that her head was hanging off the side of the bed and she continued to vomit. (Record, p. 8).

Complainant was asked if she had any recollection of returning to the bar in the early morning hours of November 1, 2020 and drinking more, she stated that she did not. (Record, p. 17). When asked if she had any recollection of engaging in a text or direct message exchange with Respondent that night, Complainant indicated that she did not. When asked if she had any reason to believe that she had sent him messages via snap chat, asking him to come back to the hotel room, Complainant stated that she could not have, because she did not have a snap chat account at that time. (Record, p. 17).

### The Day After the Formal

Complainant stated that her next clear memory was of waking up the next morning. She stated,

"I remember waking up and being totally disoriented. I was under the covers and I had clothing on, although I wasn't sure, in the moment, what I was wearing. [Respondent] was in the bed next to me. He was asleep on top of the covers and was dressed in shorts and a t-shirt, which I thought was weird. I remember looking over at the other bed, and it was empty. I felt kind of panicked. So as soon as I sat up, I felt sick and had to run to the bathroom to throw up."

(Record, p. 8). Complainant stated that after vomiting, she washed her face and looked at herself in the mirror. (Record, p. 8). She stated that she was still in her dress and that she had a black fitted t-shirt over it. She described that the bottom part of her full-length dress and her hair were wet. (Record, p. 8). Complainant reported, "I just sat on the floor of the bathroom and I tried to figure out what happened to me." (Record, p. 9). Complainant reported,

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"I couldn't remember a thing. My head was pounding; my stomach was sick. I had pain in my vaginal area. Even though I couldn't remember what had happened in that moment, I knew, I just knew that [Respondent] had had sex with me."

(Record, p. 9). Complainant stated that she stayed in the bathroom,

"for what felt like forever. I was numb. I didn't know what to do. I was so mad at myself for getting so drunk. I was frustrated that I couldn't remember anything. I was so embarrassed. In that moment I felt helpless and ashamed and, just...it was the worst feeling in the world."

(Record, p. 9). Complainant stated that at some point while she was in the bathroom Respondent started to knock on the bathroom door. (Record, p. 9). She stated that he was asking her if she was ok or if she needed anything. Complainant stated that she "didn't know what to do, but that [she] knew [she] couldn't hide in the bathroom forever." (Record, p. 9). Complainant reported that she "pulled herself together" and opened the door. (Record, p. 9). Complainant stated that Respondent told her to lay back down and that he would go and get her something to eat and drink. (Record, p. 9). Complainant stated that she got back into the bed and Respondent left the room. (Record, p. 9).

A few minutes after Respondent left the room, Witness 1 and Witness 2 came in. Complainant reported that they immediately asked her if she was ok. Complainant stated that she told them that she was "not ok" and that she wanted to go home. (Record, p. 9). Complainant stated that Witness 1 and Witness 2 immediately started to pack up. Complainant stated that by the time Respondent came back to the room with food and water for her, the rest of them were ready to go. (Record, p. 9). She stated that Witness 2 suggested to Respondent that he find another ride home, but that Respondent insisted on going with them. She stated, "He got ready super-fast and within ten minutes we were in the car and on our way home." (Record, p. 9).

Complainant stated that she didn't speak during the entire car ride home,



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"I blamed my silence on being hung over. The three of them were laughing at me. [Respondent] told me that I had won the award for most wasted date. I actually felt bad, like I had embarrassed him or something. As we drove, memories of the night started to come back. When I remembered the parts where he was having sex with me, I got physically sick. I had to make [Witness 2] pull over and I was violently vomiting on the side of the road."

(Record, p. 9). Complainant stated that when they returned to the area, Witness 2 dropped her off at her apartment and that she got out of the car without saying a word. (Record, p. 9). She reported that when she entered her apartment, she immediately encountered her roommates Witness 3 and Witness 4. (Record, p. 9). Complainant reported,

"[Witness 3 and 4] looked at me and I just started to cry. They rushed over and asked me what had happened. I could tell that they knew it was something bad. I could almost feel the anger radiating off of them. It scared me. I was afraid that if I told them what [Respondent] had done to me, they would kill him. I had been friends with them since freshman year. They were protective of me, like big brothers. So I made something up. I'm not even sure what I said and I don't think they really bought it, but they left me alone. I went straight to my room and I slept for days."

(Record, p. 9).

### The Events Following the Formal

Complainant reported that in the weeks following the incident she "was angry." (Record, p. 14). She stated,

"I was convinced that he had drugged me. I was a bartender; I drank a lot. My tolerance for alcohol was high. There was no way that I had gotten that wasted off of three, maybe four, drinks."

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(Record, p. 14). Complainant stated that she did her best to avoid Respondent and it seemed as if he was avoiding her too.

"I didn't go to parties at his house. He stopped coming into the bar. If I saw him at out, I would immediately leave. I managed to go the whole rest of the semester without seeing him. Not seeing him, it helped. Allowed me to forget, or at least convince myself that it didn't happen."

(Record, p. 14).

Complainant was asked why she did not report the incident. She explained that at first, she didn't "realize" that what Respondent "had done" was "rape." (Record, p. 14). She stated,

"That morning, I knew what he had done was wrong. I knew that in my bones. And deep down I believed that I had been drugged, but I had no proof that it was him. He was my friend, and so part of me wanted to give him the benefit of the doubt. I mean I couldn't remember what had happened. I wondered if maybe I asked for it, led him on. I don't know. But the further away I got from the night the more I realized that I was out of it. Everyone I spoke to about that night said that I was a complete mess. Falling all over the place. Incoherent. Vomiting. Passed out on a bathroom floor. And he knew that. A few weeks after the formal [Witness 2] told me that [Respondent] had literally carried me from the bathroom back to the hotel room, over his shoulder, 'like a sack of potatoes'. It was then that I realized that he didn't deserve the benefit of the doubt. That he had raped me. But then it seemed like it was too late. Who would believe me now?"

(Record, p. 14-15).

### **The Parties Encounter at Rusty's**

Complainant was asked to describe her decision to report this incident now. She responded by reporting an encounter that she had had with Respondent a week prior to making this report. She stated that she had "successfully avoided" Respondent for

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months, but that about a week ago she was at a local bar called Rusty's. (Record, p. 15). Complainant reported that while there, Respondent approached her and asked her why she had been avoiding him since the formal. Complainant reported that she said to Respondent, "You know why" and attempted to walk past him. Complainant reported that Respondent stepped in front of her so that she couldn't walk away and said, "Why don't you enlighten me?" (Record, p. 15). Complainant stated,

"He was smirking. He knew exactly what I meant. It seemed like he wanted to make me say it. I refused. I called him a 'sick fuck' and pushed passed him. He started to follow me. I started to run, like a crazy person, through the bar to get away from him. I was crying. When I got to the door I looked back, he wasn't, he wasn't following me anymore, but he was standing there watching me and he was laughing."

(Record, p. 15). Complainant stated that it was at that moment that she decided to report him. (Record, p. 9).

### Respondent's Account

#### **Prior History Between the Parties**

Respondent stated that he is a second semester junior. He is a member of the Sigma Epsilon Omelet ("SEO") fraternity. (Record, p. 20). Respondent reported that he lives in an off-campus residence with fifteen of his fraternity brothers. Respondent reported that he had, "known of Complainant" since the start of his sophomore year. (Record, p. 20). Respondent stated that he "officially" met Complainant for the first time towards the end of the fall 2019 semester after having been introduced by his fraternity brother, Witness 2. (Record, p. 20).

Respondent stated that during the spring 2020 term him and Complainant "hung out a few times." He stated, "I can't really remember what we did or who was around, but I remember seeing her out more and making an effort to talk to her more." (Record, p. 20). Respondent explained that the more he got to know Complainant, the more he liked her. (Record, p. 20).

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"I was interested in her. You know, I wanted to date her maybe. She's a pretty girl and she was fun to hang out with. I thought she was interested in me too. She definitely flirted with me."

(Record, p. 20). Respondent stated that he didn't ask her out or "make a move" that semester because, "school was almost over for the year and I was going home for break. There was no point in starting something right before I was going to leave, so I didn't make a move." (Record, p. 20).

Respondent was asked to explain what Complainant did to make him feel as if she had been flirting with him. Respondent stated that whenever he saw her, she seemed to get, "real excited, like she was happy to see me." (Record, p. 23). He stated that whenever he went into the bar, she would serve him right away and often gave him drinks on the house. He added that when she would see him at parties, she would "hug" him and, "let her hand linger on my should for like normal than longer." (Record, p. 23). He concluded by stating that there was more, but that it was so long ago, he could not give more specific examples. Respondent stated, "She was just interested in me; I could tell by the way she acted. It was clear to me and to my boys. I know she's saying now that she wasn't, but I am sure that she was." (Record, p. 23). Respondent was asked if Complainant ever explicitly told him or anyone else that she was "interested in him" during the spring of 2020. Respondent stated, "Not that I can remember." (Record, p. 23).

Respondent stated that after returning to school for the fall 2020 semester he was "eager" to see Complainant again. He stated, "I absolutely went to the bar that first Friday night to invite her to our party the next night. I wanted to see her. I was hoping to pick up where we left off." (Record, p. 20). Respondent reported that they hung out several times, but that things, "never went anywhere with [Complainant]" and that he had started seeing Witness 7, also a Grand River University student. (Record, p. 21). Respondent stated that Witness 7 was supposed to be his date to the formal, but that less than a week before the event, she broke up with him. (Record, p. 21). Respondent reported that Witness 1 recommended that Complainant go to the formal with him. Respondent stated that he thought "it was a great idea" and him and Complainant made plans for her to be his date to the formal. (Record, p. 21).

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### The Day of the Formal

Respondent reported that he and Witness 2 picked Complainant and Witness 1 up at their apartment in the afternoon on October 31, 2020. (Record, p. 21). Respondent stated that after arriving at the resort, they checked into their room. R (Record, p. 21). Respondent stated that he was surprised when Complainant put her belongings on the same bed that he had put his stuff down on. (Record, p. 21). When asked to explain, he stated,

"The room had two beds and a small couch. [Witness 1] and [Witness 2] put their stuff on a bed. I put my stuff on the other bed. [Complainant] could have claimed the couch, but she didn't."

(Record, p. 24). Respondent stated that he asked Complainant if she was cool with sharing a bed. Respondent reported that Complainant told him that she was and she said to him, "that she was looking forward to a good snuggle." (Record, p. 21). Respondent reported at some point before the formal, he and Complainant had engaged in a text message exchange about sleeping arrangements and that in that exchange, Complainant indicated that she was ok with sleeping in the same bed. (Record, p. 24). Respondent provided screen shots of these text messages:

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(Record, P. 53).

Respondent stated that after about fifteen minutes in the room he and Witness 2 left to go to the hotel bar while the, "girls got ready." (Record, p. 21).

### The Formal

Respondent stated that Complainant joined him at the bar about an hour prior to the cocktail hour, which started at seven p.m. He stated,

"[Complainant] was fine when she came down. She was fine during the cocktail hour. Then like twenty minutes after we sat down for dinner she started to act wasted. It was crazy and it came out of nowhere. I mean it was only 8:30 and she was ready to be put to bed. I just figured that she hadn't eaten or something. I gave her some bread and she ate it. I got her water, too."

(Record, p. 21-22).

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Respondent was asked to describe what he meant when he said that Complainant, "started to act wasted." Respondent stated that she was slurring her words and that she had put her face in her hands and was, "starting to fall asleep at the table." (Record, p. 24). When asked, Respondent could not recall what Complainant was drinking or how much she had had to drink between the time she joined him at the bar and when she started to behave as described above. Respondent reported, "I didn't think she was drinking a lot, which is why I was surprised when she turned into a mess." (Record, p. 24-25).

Respondent stated that "after he fed [Complainant]", Witness 5 took Complainant to the bathroom because, "She was in no condition to make it there on her own." (Record, p. 22).

Respondent reported that approximately twenty minutes after Witness 5 took Complainant to the bathroom, Witness 1 approached him and asked him if he could help get Complainant to their hotel room. (Record, p. 22). He stated,

"I followed [Witness 1] to the girl's room. I...actually went in and [Complainant] was asleep in a chair. She had puke on her dress, I remember that. I picked her up over my shoulder and carried her to our room. She was awake, but out of it. [Witness 1] was with me the whole time. We put her in bed. The second I put her down, she started to vomit and I panicked. I turned her on her side and she kept puking off the side of the bed. I held her hair back the best I could. When she was done, [Witness 1] cleaned her with a wet towel. I got her water and she drank some. Then we turned her on her side, put a garbage pail next to her, and I left. [Witness 1] stayed with her. I don't know for how long. It was probably between nine and nine thirty when this happened."

(Record, p. 22). Respondent stated that after leaving the room he went back to the party and that at around one a.m. he joined a large number of people outside for a bonfire. (Record, p. 22). He stated that he came back inside around three a.m. and joined a few people at the bar. He reported that shortly after coming inside, Witness 5 told him that Complainant had come down to the bar area around two-thirty a.m. and

## SAMPLE REPORTING

had stayed for about an hour. According to Respondent, Witness 5 stated that Complainant, "Seemed better." (Record, p. 22).

### The Alleged Act of Prohibited Conduct

Respondent reported that at around 3:30 a.m. Complainant sent him a series of text messages asking him to come back to the room. (Record, p. 22). In a subsequent interview, Respondent indicated that this exchange occurred via snap chat, not text message. Respondent stated that he could not provide screen shots of this exchange, because the messages had automatically been deleted by snap chat. (Record, p. 28).

Respondent stated that he went back to their hotel room and that when he got there, Complainant was awake and "seemed fine." (Record, p. 22). He stated that he got in bed with Complainant and they started to talk. He stated,

"I asked her if she felt better and she told me yes. She apologized and I told her not to worry about it. At that point I was pretty drunk myself and I just wanted to go to sleep.<sup>1</sup> At some point she put her around me and snuggled into me. I rolled onto my side and we were face to face; she didn't back away so I kissed her. She kissed me back. I got on top of her and she continued to kiss me back. I asked her again if she was ok and she moaned. We started to undress each other. Before I knew it, we were having sex. She was totally awake and totally into it."

(Record, p. 22). Respondent was asked why he believed Complainant had the capacity consent to sex. Respondent stated,

"[Complainant] had completely sobered up. I mean it was at least five, maybe six hours after we put her to bed and she had puked. So that plus the fact that she was talking to me like we are talking to each other right now told me she was sober. Also she initiated it and was into it the whole time."

<sup>1</sup> Respondent reported that over the course of the evening, from seven p.m. to three a.m., he drank approximately seven IPAs and had done at least 3 shots of tequila.



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(Record, p. 25). Respondent was asked to describe the position of his body in relationship to Complainant's body when his penis was inside of Complainant's vagina. Respondent stated that "it started" with him "on top" and that eventually they "switched positions" so that Complainant "was on her knees," and he was penetrating her vagina with his penis while "kneeling behind her." (Record, p. 25-26). Respondent was asked if Complainant vomited at any point while they were having sex. Respondent stated, "absolutely not." (Record, p. 26).

### The Day After the Formal

Respondent stated that Complainant, "was acting weird the next morning. I just thought it was because she was embarrassed about how she had acted the night before." (Record, p. 22-23). Respondent also stated that following this incident he didn't see Complainant that often. (Record, p. 23). Respondent stated, "She was clearly avoiding me and honestly, I was ok with that. I started dating someone else shortly after that and so I didn't seek her out either." (Record, p. 23).

### The Parties Encounter at Rusty's

Respondent stated that he saw Complainant at Rusty's a few weeks ago. (Record, p. 26). Respondent stated, "I did ask her why she had been avoiding me. I never expected her to respond the way she did." (Record, p. 26). Respondent reported the Complainant, "just got crazy." (Record, p. 26). He stated that Complainant said, "fuck you" and walked away from him. When asked if Complainant said anything else to him, Respondent stated, "No, she literally just said, fuck you, spun on heels and walked out. I don't know if she left the bar or not, but she definitely walked away from me." (Record, p. 26). Respondent stated,

"I didn't understand it at all. And then I got the letter from you [referring to the investigators]. I was shocked. I am shocked. I didn't rape her. I thought she had sobered up. I mean she had. She was fine. This is just so unfair. It really is...."

(Record, p. 26). Respondent stated that at the time of this encounter, he believed that Complainant was angry at him because he had gotten back together with Witness 7 immediately after the formal. Respondent stated,

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"I'm pretty sure that [Witness 1] and [Witness 2] told [Complainant] that. And so I just expected that [Complainant] was pissed cause like we'd hooked up, and then I immediately got back with my girlfriend. Um, but whatever. Um, so yeah, that's what I thought she was mad about. And that's why I was shocked when I got the letter from, I guess it wasn't you, it was the Title IX Coordinator. Um, because I didn't rape her."

(Record, p. 27). When asked if there was anything else that he wanted to share, Respondent stated, "I'm sorry she feels the way she feels. But I am not a mind reader. She told me she was better, she kissed me back. She was undressing me. I thought she was fine. I really did." (Record, p. 27).

### Witness 1's Account

#### **Prior History Between the Parties**

Witness 1 reported that she and Complainant have been best friends since junior high school and are current roommates. (Record, p. 30). She stated that she and her ex-boyfriend, Witness 2, introduced Complainant and Respondent in the late spring of 2020. (Record, p. 30). She stated that Respondent, "had a huge crush" on Complainant for a long time, but that Complainant was never really into him. (Record, p. 30).

Witness 1 explained,

"I remember that up until the night of the formal they were totally cool with each other, which is why I suggested that he take her to the formal when his date ditched him last minute."

(Record, p. 31).

#### **The Formal**

Witness 1 stated that Complainant got "really drunk really fast" the night of the formal. She stated that she was "surprised" because, "[Complainant] wasn't drinking more than normal and she has a really high tolerance." (Record, p. 32). Witness 1 went on, "I have never seen [Complainant] like that. Not before and not since. It was scary,

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actually. I considered calling an ambulance, but since she was vomiting and since we were able to get her to respond, I didn't. Maybe I should have..." (Record, p. 32).

Witness 1 reported that shortly after they sat down for dinner Complainant just put her head down on the table and passed out. (Record, p. 32).

"She couldn't sit up on her own, I was asking if she was ok and her responses didn't make sense. I went to get [Witness 2], who had left the table to mingle with some friends. I wanted him to help me get her to the room. When I came back, she was gone. [Respondent] told me that [Witness 5] had taken [Complainant] to the bathroom because she looked like she was going to puke. I went to find her and she was passed out on some chair."

(Record, p. 32). Witness 1 stated that she went back to the banquet room and asked Respondent to carry her back to their room. (Record, p. 32).

Witness 1 stated that when they got back to the room they put Complainant in the bed. Witness 1 stated shortly after they set Complainant down, she started "puking." (Record, p. 32). Witness 1 stated that Respondent seemed, "pissed off" from the moment Witness 1 asked him to help her get Complainant back to their room. (Record, p. 33). She explained that when Complainant began vomiting in their bed, Respondent yelled, "What the fuck!" Witness 1 stated that Respondent was "clearly angry" and was saying things like, "your friend is ruining my night", "thanks for hooking me up with a fucking mess", "I'm so glad that I spent money to take care of a drunken asshole" and, "I don't need this shit." Witness 1 reported that she and Respondent started to argue with each other "because he was being an asshole. I told him to go back to the party and that I would take care of her." (Record, p. 33).

Witness 1 reported that she stayed with Complainant in the hotel room for about an hour before going back to the party herself. (Record, p. 33). Witness 1 stated that during that time she did her best to clean up the vomit that had gotten on the bed. She stated that after going back to the party she checked on Complainant a few times. (Record, p. 33).

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Witness 1 stated that at around two-thirty a.m. she went to check on Complainant and found the room empty. (Record, p. 33). Witness 1 stated that she panicked, "I started to look everywhere for her, the bar, the bonfire, the public bathrooms." Witness 1 described that she sent the following text messages to Complainant, but did not receive a response.



Witness 1 reported, "I finally found her stumbling down a random hallway by herself. She was barefoot and she was tripping over her dress. She seemed a little better, but she was still really drunk." Witness 1 stated that Complainant repeated, "I don't know where I am." (Record, p. 33). Witness 1 stated that she walked Complainant back to their room. Once they got there, Complainant used the bathroom, ate some chips and drank at least two twenty-ounce bottles of water. (Record, p. 33). Witness 1 reported, "[Complainant] just kept apologizing and saying that she didn't understand how she had gotten so drunk. Her speech was still slurred, but at least she was somewhat coherent at that point." (Record, p. 34). Witness 1 reported that as soon as Complainant lay back down in bed, she immediately, "passed out." (Record, p. 33, 34). Witness 1 then left the room and didn't return until sometime the next morning. (Record, p. 33).

Witness 1 was asked to share how much she had drank on the night of October 31, 2020 into the morning of November 1, 2020. She stated that while she had intended to drink a lot, she pretty much stopped drinking after Complainant got sick because she wanted to be able to take care of her. (Record, p. 36).

### The Day After the Formal

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Witness 1 reported that she and Witness 2 spent the night in another room because their room “smelled like puke.” (Record, p. 34). When they went to the room the next morning Complainant was awake and Respondent was not there. Witness 1 stated,

“[Complainant] was not herself. She immediately said she wanted to leave. She looked so upset that we [referring to herself and Witness 2] didn’t ask any questions. We just started packing up. When [Respondent] came back we told him we were leaving immediately and that he could stay and catch a ride with someone else if he wanted. He started packing too and we left.”

(Record, p. 34). Witness 1 could not recall the car ride home, however she did report that when they got to their apartment, Complainant got out of the car and went into their house without saying a word. She stated, “It wasn’t like her, you know, to just leave without even saying goodbye or thank you.” (Record, p. 34). Witness 1 stated that she did not go home with Complainant, rather she went back to Witness 2’s residence for the rest of the day. (Record, p. 34).

### The Events Following the Formal

Witness 1 stated that in the weeks following the formal, Complainant was “not herself.” Witness 1 reported that Complainant “stopped going out for a few weeks” and that when she started to “go out again” she was always with “Witness 3 and 4.” Witness 1 said, “She didn’t go anywhere without them. She totally stopped hanging out with me and Witness 2 unless we were at Cheers or at my apartment.” (Record, p. 36, 37).

Witness 1 reported that she first learned of Complainant’s report against Respondent a few weeks ago. She stated,

“[Complainant] had been out at the bars, Rusty’s, I think. She came storming in my room at like two in the morning and woke me up. I think she was drunk. She was definitely really angry. She started pacing back and forth and she told me that the night of the formal she had woken up to [Respondent] having sex with her. She kept saying, ‘He was laughing, he thinks its funny.’ I had no idea what she was talking about. I remember she stopped pacing and she looked at me real serious and said, ‘He’s not

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going to be laughing when I report his ass for raping me.' Then she left my room. I just sat there. I didn't know what to do, but she was so angry I let her go. I tried to talk to her about it the next day, but she said it would be better if we didn't because I would be a witness."

(Record, p. 36-37)

### Witness 3's Account

Witness 3 reported that he has been friends with Complainant since their freshman year at Grand River University. (Record, p. 41). They have been living in the same off campus apartment since their sophomore year. Witness 3 is also employed at Cheers as a bouncer. Witness 3 stated that he knows who Respondent is, but they are not friends and he doesn't know him well. Witness 3 stated that he clearly recalled the weekend that Complainant went to the formal with Respondent. He stated, "It was Halloween weekend, a big money making night at the bar. I remember being surprised that [Complainant] took the night off to go." (Record, p. 41).

### **The Formal**

Witness 3 started by stating that he couldn't tell the Investigators anything about what had happened at the formal because he wasn't there. (Record, p. 41).

### **The Day After the Formal**

Witness 3 stated that he and Witness 4 were in the kitchen area of their apartment when Complainant returned home from the formal. Witness 3 stated,

"I remember it clearly. [Complainant] came through the door and she looked like she'd been hit by a truck. She was a mess. Her hair was tangled and matted. Her shirt was on inside out. She was pale and her eyes were so red they were glowing. Not like hangover red, but crying red. Before I even said anything, she started to cry. Hard. I didn't know what to do, I froze. I'm not good with crying girls. [Witness 4], he has three sisters. He went right over to her and gave her a hug."

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(Record, p. 41). Witness 3 stated that Complainant was crying so hard, she was "shaking." (Record, p. 41). Witness 3 stated that at some point, he asked her what had happened. Witness 3 reported that Complainant told him and Witness 4 that she had had, "the worst night ever" and that she, "just needed to go to bed." (Record, p. 41). Witness 3 stated that Complainant went to her room and that he didn't see her again, "for a few days." (Record, p. 41).

### **The Events Following the Formal**

Witness 3 reported that Complainant was "different" after that weekend. (Record, p. 41). When asked to explain, Witness 3 stated,

"It's hard to explain. She was less independent, I guess. She started sticking really close to me and Witness 4, which we were totally ok with. She's like a sister to me and I have always looked out for her. Before that weekend, she would get annoyed when we were overprotective of her. After that weekend, it was like she was grateful for it."

(Record, p. 42).

Witness 3 was asked to share his understanding of Complainant's report against Respondent. He stated that he knows that something happened, but that he has no details. He concluded by stating that Complainant still hasn't spoken to him about that weekend even though he has asked her numerous times over the course of the last several months, "what [Respondent] did to her that night." (Record, p. 42).

### **Witness 5's Account**

Witness 5 is a sister of Sigh Omelet Barista ("SOB") sorority. She stated that she is close friends "with all the brothers of SEO." (Record, p. 44). Witness 5 attended the formal on October 31, 2020 with Witness 6. (Record, p. 44). Witness 5 stated that she had not spoken to Complainant prior to the formal but that she had known who Complainant was because she worked at Cheers. (Record, p. 44).

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### The Formal

Witness 5 reported that Complainant "Got really wasted really early in the night." (Record, p. 44). Witness 5 stated that Complainant started passing out at the dinner table, "fifteen minutes after we sat down." (Record, p. 44). Witness 5 reported that at one-point Complainant tried to get up to go to the bathroom and she fell. Witness 5 stated,

"I felt bad for her, so I helped her get to the bathroom. She couldn't walk on her own; she was leaning on me for support. She's a real small girl and I'm pretty strong, so I was able to get her into a stall. I was waiting for her and a few other girls came in and I started chatting with them. While we were talking, I heard a crash and [Complainant] was on the ground. Another girl actually crawled under the stall door to unlock it and we picked her up and put her on this ugly pink loveseat in the bathroom. We were all taking care of her when [Witness 1] and [Respondent] came in and got her. That was the last I saw of her for a while."

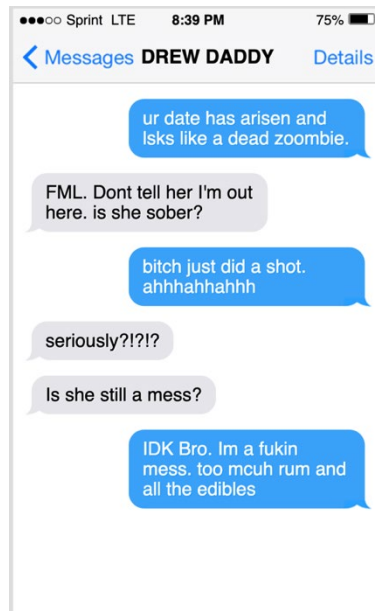
(Record, p. 44).

Witness 5 stated that next time she saw Complainant was approximately five hours later. (Record, p. 44). Witness 5 stated that she was at the bar with Witness 6 and a few others when Complainant came in. Witness 5 stated that her memory with respect to this part of the night "is fuzzy" because she was "lit as fuck" at that point. (Record, p. 44). Witness 5 stated, "I am sure I saw her and I know it was around 2:30 a.m. because I sent Respondent a text letting him know that his date was in the bar area." (Record, p. 44). When asked if she could share her observations of Complainant's physical appearance or behavior when she saw her at this point in the night, Witness 5 stated, "I honestly don't know. She was there. That's it." (Record, p. 45).

Witness 5 shared the following screen shot of the text message exchange between Witness 5 and Respondent on November 1, 2020 between 2:37 a.m. and 2:53 a.m.



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(Record, p. 56).

Witness 5 was asked if she observed Complainant taking a shot, as indicated in the text message exchange, above. Witness 5 stated,

"Yea. I'm not sure if that happened or if I was joking. I've tried to remember, but I honestly don't know. Like I said in the text messages, I was pretty intoxicated at that point. I had drank a lot and my friends and I did a bunch of edibles."

(Record, p. 45). When asked if there was anything more that she wanted to share with the investigators, Witness 5 stated,

"I really feel bad saying this. But that girl was fucked up. [Respondent] is my friend, and I don't think he would intentionally hurt anyone and he was also drinking so maybe his judgement wasn't the best. But I mean, yea. The only think that should have happened to [Complainant] that night was that someone should have put her to bed and watched her to make sure she didn't die. I mean maybe she sobered up. I don't know."

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(Record, p. 46).

### Procedural Next Steps

Section XII of Grand River University's Sexual Misconduct Policy requires that, "Upon completion of the investigation, if specific circumstances prevent the institution from gathering evidence sufficient to reach a determination as to the formal complaint or its allegations, the Title IX Coordinator may dismiss the formal complaint prior to the hearing."

It is the finding of this investigator that there is sufficient evidence to advance the allegation in the formal complaint to a hearing.

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GRAND RIVER SOLUTIONS

## **Abby DeFeo**

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### **Professional Experience**

#### **Senior Consultant & Investigator**

**March 2020 – Present**

*Grand River Solutions, Inc.*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Delivery of comprehensive Title IX and equity compliance and coordination.
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts Title IX investigations.

#### **Compliance Coordinator**

**August 2017 – March 2020**

*University at Albany, Office of Equity and Compliance*

Conducting administrative investigations into alleged violations of university policy under Title IX including, sexual violence, dating violence and domestic violence. Conducting discrimination-based investigations involving students, faculty and staff members. Leading student group education focused on sexual violence prevention and reporting procedures. Certified in the Forensic Experiential Trauma Interviewing technique. Treasurer for the State University of New York Title IX Coordinators Association.

#### **Criminal Investigator**

**August 2015 – August 2017**

*New York State Department of Taxation and Finance, Office of Internal Affairs*

Investigation of crimes committed by department employees under New York State Penal Law related to their official duties. Investigative unit's Evidence Technician. Certified in the basic and advanced Reid Technique of Interviewing and Interrogation. Certified by the Department of Criminal Justice Services as a Field Training Officer and Instructor for Police and Peace Officers.

#### **Police Officer**

**January 2010 – August 2015**

Experience interviewing suspects, witnesses and victims of domestic incidents and other violent and non-violent crimes. Department of Criminal Justice Services Certification as a Field Training Officer. Experience as a Middle and High School Resource Officer. Member of the Emotionally Disturbed Persons Response Team. Assisted in teaching Diversity, Women in Policing at the Basic School for Police Officers.

### **Education**

#### **Sage Graduate School**

**Graduation 2018**

*Master of Business Administration*

Relevant Courses:

Employee Training and Development, Leadership and Ethics, Critical Thinking, Management of Change and Innovation, Strategy and Executive Decision Making, Human Resource Management

**The College of Saint Rose**

**Graduation 2008**

*Bachelor of Science Cum Laude, Criminal Justice/Sociology*

Relevant Courses: Race and Minorities, Substantive Criminal Law, Public Policies and Crime, Criminal Justice Ethics

**Awards and Honors**

Troy Police Department Commendation for Robbery Investigation

Troy Police Department Unit Commendation for Burglary Investigation

Alpha Kappa Delta National Sociology Honor Society: Alpha Omega of New York

Alpha Phi Sigma Criminal Justice Honor Society

## Adam Wolkoff

awolkoff@grandriversolutions.com

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### Professional Experience

#### **Grand River Solutions, Inc.**

2022 – Present

##### *Senior Solutions Specialist*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Serves as an expert in the general areas of Title IX and student conduct processes.
- Provides staff coaching, and training.
- Provide investigative and adjudication services for educational institutions.
- Research developments in state and federal law relating to Title IX and equity issues, the Clery Act, and other laws.
- Develops policies and procedures specific to each institution, designed to meet the prevention, response, investigation, and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture.

#### **State University of New York, Office of General Counsel (Albany, NY)**

2018 – 2022

##### *Special Assistant Counsel and Assistant Director, Student Conduct Institute*

- Designed and led training programs on response to student misconduct for thousands of professionals at over 540 higher education institutions with a focus on sexual violence.
  - Basic Title IX Compliance (8-hour training)
  - Title IX Investigator (legal compliance section) with Chantelle Cleary Botticelli
  - Code of Conduct Revision Workshop (legal compliance section)
- Lead author of first-of-its-kind nine-chapter Casebook of student-on-student Title IX and student disciplinary decisions.
- Co-editor of the 2020 Title IX Joint Guidance, coordinating 50 volunteer attorneys in publishing comprehensive, open access legal analysis on the 2020 Title IX regulations.
- Created online digital content, including SCORM training modules, on student affairs and Title IX issues using Articulate software. Topics include:
  - Due Process and Title IX
  - Pre-hearing preparations, restrictions of contact, and supportive measures
  - Confidentiality and privilege
  - Hearing panels, evidence, relevance findings, and decision-making strategies
  - Appeals
  - Disability Law and Conduct
  - Online harassment

- Title IX Liability for “Deliberate Indifference”
- Published Title IX model policies, templates, and guidance materials for member institutions, including nationally recognized Advisor Resource Guide.
- Provided legal advice and research assistance to Office of General Counsel.
- Hired and supervised legal interns.

**Bartlo, Hettler, Weiss & Tripi** (Kenmore, NY)

2015 – 2018

*Associate Attorney*

- Served as lead counsel and second chair for labor and employment litigation in arbitration hearings and trial and appellate courts
- Advised municipal employers and labor unions on issues including health care, improper labor practices, retaliation, and unjust termination.

**Rutgers-NJIT Federated Department of History** (Newark, NJ)

2013

*Adjunct Professor of History*

- Developed and taught undergraduate classes on American political history since 1865 and legal issues in the environmental history of the United States.

**Connecticut Superior Court, Office of Legal Research** (Hartford, CT)

2008 – 2010

*Law Clerk to Superior Court Judges*

- Researched and wrote memoranda on substantive and procedural legal issues and assisted Superior Court judges in authoring opinions and cite-checking.

**Quadel Consulting Corporation** (Washington, DC)

2006 – 2008

*Associate (2006 – 2007); Consultant (2007 – 2008)*

- Performed field research and wrote chapters for efficiency study at a public housing authority. Audited tenant files. Engaged in business development and responded to RFPs.

**Connecticut General Assembly, Office of Legislative Research** (Hartford, CT)

2006

*Research Fellow*

**US District Court for the District of Connecticut** (Bridgeport, CT)

2005

*Judicial Intern for the Honorable Holly B. Fitzsimmons*

### Selected Publications

"A Privilege to Speak Without Fear: Defamation Claims in Higher Education," *Journal of College & University Law*, vol. 46, no. 1 (2021).

"Every Man His Own Avenger: Landlord Remedies and the Antebellum Roots of the Crop Lien and Chattel Mortgage in the United States," *Law and History Review*, vol. 35, no. 1 (2017).

"A Crisis of Legitimacy: Defining the Boundaries of Kinship in the Low Country during the Early Republic," *Journal of the Early Republic*, vol. 35, no. 1 (2015).

"The Risks and Rewards of Resident Curatorships," *Environmental Law Reporter*, vol. 38, no. 5 (2008).

### Education

**Rutgers University** (New Brunswick, NJ) 2015

*Ph.D., American History and African-American History*

*Honors: Five-Year Funding Package. Mellon Foundation Dissertation Fellowship.*

*Fite Dissertation Prize. Cromwell Legal History Fellowship.*

**The University of Connecticut School of Law** (Hartford, CT) 2008

*J.D., honors*

*Honors: Connecticut Conf. of Municipalities Prize. Gallivan Memorial Prize.*

*Licenses: Admitted to the Connecticut and New York Bars*

**Columbia University** (New York, NY) 2004

*B.A., cum laude, American History*

*Honors: Chanler Historical Prize for best senior thesis on U.S. civil government.*



## Andrew Velazquez

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### Relevant Work Experience

#### **Grand River Solutions, Inc.**

August 2021 - present

##### Senior Solutions Specialist

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students
- Investigate complaints in accordance with an institutions applicable policies and law

#### **San Francisco State University**

October 2017 - July 2021

##### Lead Investigator/Case Manager

- Investigated over thirty-five complaints regarding sexual misconduct, dating violence, stalking, discrimination, harassment and retaliation
- Draft Final Investigation Reports in compliance with policies under CSU Executive Orders
- Research applicable laws for investigations (e.g., California Fair Pay Act, Americans with Disability Act)
- Case Manager duties and manage investigator work
- Created content and presented on a variety of preventative topics on campus

#### **The Zinn Law Firm**

July 2015 – October 2017

##### Attorney/Litigator

- Practiced law in both Federal and California Court
- Extensive legal research and writing experience
- Experience working in a high demand environment
- Complex civil litigation suit experience
- Executed large discovery review projects
- Researched and explained Federal and California Court procedures to clients
- Executed large discovery review projects

**Law Office of Picone and Defilippis**

Feb 2012 – Apr 2015

**Attorney/Litigator**

- Practiced Personal Injury Litigation and Criminal Law in Federal and California Courts
- Alternative Dispute Resolution experience
- Deposition and Preliminary Hearing experience
- Administrative Mandamus and Habeas Corpus Writs experience
- Countless courtroom appearances
- Experience with complex civil litigation lawsuits

**Office of the San Francisco Public Defender**

Jan 2010 – May 2011

**Law Clerk**

- Explained complex matters to clients in simple terms in order to make informed decisions
- Experience arguing oral motions in court
- Wrote numerous motions (e.g., motions to dismiss)
- Assisted in large scale document/data review projects; documented important evidence

**Education**

J.D., San Francisco Law School (SFLS), Class of 2011

B.A., San Francisco State University (SFSU), Class of 2007

**Achievements**

California Bar License (2011) #278047

San Francisco Law School Valedictorian, Class of 2011

Dean's List for San Francisco State University 2006

## Ann K. James

AJames@grandriversolutions.com

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### Relevant Work Experience

#### **Grand River Solutions, Inc.**

##### **Senior Solutions Specialist, August 2021-Present**

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Serve as an expert in the general areas of Title IX and student conduct processes and more specifically in the area of institutional systems and structures and the associated implications on reporting and response processes.
- Provide consulting services, including investigation and adjudication support, staff coaching, and training.
- Partner or support organizations through program reviews including response to high-profile issues or public scrutiny.
- Develop policies and procedures specific to each institution, designed to meet the prevention, response, investigation and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture.
- Identify strengths and limitations of current institutional programming, policy and processes, while assisting in the development and creation of programming and policy designed to both meet and exceed regulatory demands and campus community expectations and needs.

#### **Miami University, Oxford, OH**

##### **Director, Office of Community Standards, July 2018-August 2021**

- Provide strategic leadership for, and supervise, mentor, direct, and evaluate the staff of the Office of Community Standards.
- Serve as a hearing officer, particularly in suspendable cases related to violations of Miami's Code of Conduct, including cases related to sexual and interpersonal violence and violations of the Code by student organizations.
- Develop, review, revise, and oversee the training processes for all those associated with adjudication of student conduct cases.
- Serve as the custodian of student conduct records.
- Work with appropriate campus partners to periodically revise and update the Code of Student Conduct.
- Participate in the University emergency response efforts.

- Partner with the City of Oxford, Oxford Township and the Oxford Police Department to advance the strategic objectives of the University, the division, and the Office of Student Community Standards' areas of responsibility.
- Work closely with other staff and offices, especially the Office of Equity and Equal Opportunity and the Sexual Assault Response Coordinator, in reviewing Title IX related policies, procedures, and practices.
- Work closely with Orientation and Transition programs to communicate to all students expectations regarding community standards, the importance of Miami's Code of Student Conduct, and the mission and purpose of the office.
- Develop and manage relevant budgets; strategically seek, advocate for, and/or reallocate resources across areas of responsibility consistent with divisional priorities.
- Oversee the assessment process for the department, including its strategic design, execution, and response follow-up in order to continuously evaluate its effectiveness.
- Ensure equity in the student conduct process for all Miami students.

**Northern Kentucky University, Highland Heights, KY**

***Senior Associate Dean of Students and Director of Student Conduct, Rights and Advocacy, June 2015-July 2018***

- Serve on the senior leadership team for the Division of Student Affairs, providing input influencing the division's budget allocation and strategic planning
- Provide leadership and strategic direction for the Office of Student Conduct, Rights and Advocacy
- Supervise Assistant Dean of Students, Coordinator of Student Conduct, Rights and Responsibilities, and Administrative Coordinator
- Chief conduct officer for the university and chair of the Students of Concern Committee
- Responsible for recruitment and training of hearing panel members and investigators
- Oversee the day-to-day management, administration and any revisions of the Code of Student Rights and Responsibilities
- Provide campus-wide crisis response in partnership with University Housing leadership
- Partner with University Police administration to communicate statistics for the Clery Annual Security Report
- Primary liaison to University Police, Legal Affairs, Academic Affairs, and off-campus and community stakeholders

- Develop and manage departmental budget and advocate for resources via university budget request process
- Responsible for good stewardship of student records per FERPA and university policy
- Fluent user of the Maxient system for maintaining student records and communicating with students and other stakeholders
- Partner with the Office of New Student and Parent Programs to present information regarding the Code of Student Rights and Responsibilities, community standards, and support services to incoming students

***Deputy Title IX Coordinator***, September 2011-present

- Trained in knowledge of Title IX and its implementing regulations
- Responsible for oversight of Title IX investigations and case management for cases related to students
- Participate in the development, implementation, and evaluation of the NKU's Title IX policies and procedures
- Serve on the team that researched, revised and implemented the university's sexual misconduct policy
- Provide training on sexual misconduct response to faculty, staff and students in the NKU community
- Researched and implemented a new online course for students regarding prevention and response to sexual violence
- Developed and conducted presentations regarding sexual misconduct prevention and response to all incoming students during new student orientation
- Provide public notice of the complaint procedures for sexual misconduct on NKU's campus
- Monitor and evaluate NKU's Title IX compliance efforts and make recommendations for any appropriate changes
- Ensure consistent reporting of incidents of sexual misconduct and corresponding protocols, complying with federal guidelines
- Collaborate with NKU's staff attorney, Human Resources, and Athletics to ensure campus-wide Title IX compliance

***Associate Dean of Students***, April 2012-May 2015

- Served as a member of the leadership team of the Assistant Vice President for Student Engagement
- Advised Assistant Vice President for Student Engagement regarding division reorganization and budget decision-making matters

- Oversaw the day-to-day management and administration of the Code of Student Rights and Responsibilities
- Served as a liaison between the Dean of Students Office and University Police
- Provided campus-wide crisis response
- Responsible for routing all conduct cases within the University, including University Housing, through the use of Advocate software
- Conducted investigations into alleged violations of the Code of Student Rights and Responsibilities
- Provided training for members of hearing panels and organize and moderate University hearings
- Trained faculty and staff to serve as investigators in cases of sexual misconduct allegations
- Standing member of the campus Students of Concern Committee
- Communicated with parents and families of students involved in the University's conduct process
- Supervised Norse Violence Prevention Center Coordinator
- Responsible for NKU Student Affairs Campus SaVE Act compliance
- Worked in partnership with the Offices of LGBTQ, African-American and Latino Programs and Services to ensure inclusive communities on campus
- Served on institutional Inclusive Excellence steering committee led by the Senior Advisor to the President for Inclusive Excellence
- Collaborated with faculty, university administrators and staff to design, implement and analyze the results of the first university-wide climate survey
- Designed and administered a campus-wide survey to measure students' experience with sexual violence
- Utilized Qualtrics software to conduct assessment efforts on behalf of the Division of Student Affairs

***Associate Director of Housing and Director of Residence Life***, May 2008-April 2012

- Served on central decision-making leadership team, including setting priorities for the department's 5.5 million budget
- Administered the residence life program for 1800 students in five residential areas including facility, maintenance, and housekeeping efforts
- Supervised, hired and evaluated five Master's Level Residence Hall Directors, and indirectly supervised two Graduate Assistant Hall Directors and fifty student staff members
- Developed and implemented professional staff training for Hall Director team
- Collaborated with University architects, facilities management, and University Housing staff on the opening of a new residential facility in the Fall of 2008

- Created, implemented and assessed learning communities and academic support programs to ensure student success
- Partnered with academic departments regarding the development of residential learning communities
- Researched, developed and implemented the residential education model for University Housing
- Oversaw the student judicial process and served as the appeals officer for housing-related conduct incidents on behalf of the Dean of Students Office using Advocate software
- Served as senior staff consultant to Hall Director on Duty and University Police
- Provided crisis response for all on-campus housing
- Coordinated with the Office of Admissions and the Office of New Student Orientation and Parent Programs on recruiting events for prospective students and families
- Formed partnership with the Office of University Wellness to provide training for student staff and educational programming for campus residents
- Achieved designed occupancy objectives through a strategic recruitment and retention plan
- Utilized Residential Management Systems (RMS) to manage occupancy and assignments
- Designed, implemented, analyzed, and reported departmental assessment efforts using Qualtrics software

**Georgia Institute of Technology, Atlanta GA**

***Area Manager, Freshman Experience Program***, June 2004-May 2008

- Supervised two full-time Hall Directors, providing them with leadership, professional development opportunities, and guidance on the supervision of 32 student staff members
- Developed and provided training for Hall Director staff
- Responsible for a three-building residential area of 520 first year students
- Coordinated the residential component of the Georgia Tech Honors Program
- Collaborated with Learning Assistance Program staff to ensure the success of academic initiatives in the residence halls
- Managed a \$28,000 budget for the area, consisting of both student activity and state funds
- Chair of the committee to review the summer freshman housing program, working with the Office of Success Programs and academic affairs to create a seamless environment for first-year students
- Served as an Institute judicial hearing officer



- Provided second-level emergency response for the campus of 7500 residents

***Interim Assistant Director, Freshman Experience Program, March-September, 2007***

- Supervised seven Hall Directors, two Area Managers, and one Office Manager
- Managed area office, including keys and key database
- Coordinated fall semester opening for east campus, a residential area of over 1500 students
- Served as a member of senior leadership team which made decisions for Residence Life

***Residence Life Coordinator, Freshman Experience Program, June 2001-June 2004***

- Responsible for a residential area of 450 first-year students, managing a staff of five paraprofessional supervisors, one staff advisor, and their direction of 26 peer leaders
- Developed and facilitated supervisory training for staff of 20 peer advisors
- Supervised an ACUHO-I graduate intern who supervised residence hall staff and advised a building Hall Council
- Served as an Institute judicial hearing officer
- Managed several programming budgets totaling over \$16,000, consisting of both student activity and state funds
- Facilitated Housing Community Standards Class, using student development theory to assist students in understanding how their actions impact their community
- Provided emergency on call response for the entire campus community of 6500 residents

***American InterContinental University, Atlanta, GA***

***Coordinator of Student Activities and Leadership, May 2000-June 2001***

- Managed an annual budget of \$30,000, funding programs and leadership development for the student body
- Coordinated and assisted in the facilitation of all aspects of the Student Orientation Program for incoming students
- Trained and supervised staff members of the department administrative office
- Responsible for the development and coordination of all student programs and service projects on campus
- Advised Student Government Association
- Served on the university's SACS Accreditation Board



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### Teaching Experience

**WGS 150; Introduction to Contemporary Gender Issues**, Northern Kentucky University, Spring 2016-present

**UNV 101; Introduction to College**, Northern Kentucky University, Fall 2008-2011

- Freshman seminar course for three credit hours teaching basic skills of adjustment to college life

**GT 1000; The Freshman Seminar**, Georgia Institute of Technology, Fall 2001-Fall 2007

- Course offered to incoming students for one credit hour teaching basic skills of adjustment to college life

**Residence Life Student Staff Training Course**, Georgia Institute of Technology, Fall 2006, 2007

- Credit-bearing course taken by all newly-hired student staff, focusing on community development and job functions

**University 101**, American InterContinental University, May 2000-June 2001

- Freshman seminar course focusing on first year success topics for academically at-risk students

**Life and Career Planning**, Appalachian State University, Fall 1999

- For-credit course that focused on self-assessment, lifelong career development and goal-setting

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### Related Experience

#### *Regional Leadership Conference Facilitator*

Sigma Kappa National Sorority, 2019

Served as a small group facilitator providing leadership development and position-specific training for sorority women from across the United States.

#### *Chapter Advisor*

Phi Sigma Sigma National Sorority, 2010-Present

Northern Kentucky University

Sigma Kappa National Sorority, August 1998-May 2007

Appalachian State University and the University of Georgia

- Advised officers regarding programming needs, reviewed required paperwork and enforced risk management policies
- Attended advisory board meetings, member meetings and sorority programs in advising capacity

*Group Leader*, Oxford Study Abroad Program, Georgia Institute of Technology, Summer 2006

- Advised fifty Georgia Tech students as they studied Music and Architecture courses throughout Europe
- Assisted students in emergency situations and dealt with day-to-day issues in foreign countries
- Collaborated with faculty regarding the co-curricular educational experience of the study abroad program

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### Campus Leadership and Involvement

#### Miami University

- Chair, Student Life DEI Task Force Resource Subcommittee, spring 2021-present
- Member, Office of Residence Life Self-Study review committee, 2020
- Chair, Student Life staff onboarding working group, 2019
- Member, Student Life assessment committee, 2018-present
- Member, Presidential Scholarship selection committee, 2018

#### Northern Kentucky University

- Member, International Risk Assessment Committee, NKU Center for Global Engagement, Spring 2018
- Member, Vice Provost for Undergraduate Student Success search committee, Fall 2017
- SACSCOC Reaccreditation team member, Spring 2017-present
- Drug Free Schools Committee member, Spring 2017-present
- Co-writer on continuation application for \$300,000 Department of Justice Office of Violence Against Women grant, Spring 2017
- Member, University Council for Student Success, Spring 2016 to present
  - Appointed by the President to serve on this cross-divisional council to explore strategies to improve students' experiences at the university.
- Steering committee member, NCAA Institutional Performance Program Self-Study, Fall 2014-Spring 2015
  - As part of the University's four-year reclassification process to Division 1, group evaluates the University's governance process and commitment to rules compliance, academic integrity, and gender, diversity and student-athlete well-being
- Member, campus climate assessment committee, Spring 2015 to present
  - Part of a group that is designing, implementing and analyzing the results of the University's first annual campus climate survey

- Member, task force to evaluate and revise campus-wide sexual misconduct policies, Fall 2014-present
- Member, Director of International Students and Scholars search committee, Fall 2014
- Co-Principle Investigator with Social Work faculty member on \$300,000 Department of Justice Office of Violence Against Women grant, Fall 2013
- Co-chair compliance and enforcement sub-committee, campus tobacco-free task force, 2013-2014
  - Researched and implemented compliance and enforcement strategies for the newly-adopted campus tobacco-free policy
- Member, University strategic planning mission, vision and values sub-committee, 2012-2014
  - Appointed by the President to participate in the University's strategic planning process
- Member, Take Back the Night planning committee, 2013-2014
- Member, Staff, Administrators and Faculty for Equality committee, 2009-present
- Member, Vice President for Student Affairs search committee, Fall 2012-Spring 2013
- Chair, committee to write the sexual misconduct policy for the NKU Student Code of Conduct, 2009
- Committee co-chair, Foundations of Excellence task force to increase first-year student success, 2010-2011
- Chair, Housing Assessment Committee, 2008-2010
- Member, Chief of Police search committee, Fall 2010

### **Georgia Institute of Technology**

- Co-chair, Staff Selection Committee for Residence Life, 2007-2008
- Member, Assistant Director of Residence Life search committee, Fall 2007
- Chair, Safety and Security Committee for Residence Life, 2005-2007
- Member, Search committee for the Asst. Director of Orientation Programs, 2004
- Member, Georgia Tech Sexual Assault Task Force Advocacy Subcommittee, 2002-2004, 2007-2008
  - Worked on a grant-funded project to improve sexual assault response for students across campus
- Member, Campus Life Advisors and Mentors, 2002-2008
  - Collaborated with professional staff from across campus who work to improve campus life for Georgia Tech students
- Member, GT Smart Late Night Programming committee, 2002-2003

- Assisted in the development of Georgia Tech's Ramblin' Nights programming series
- Member, Freshman Experience evaluation process committee, 2001-2002
  - Reviewed how students evaluate the program and changed to a web-based model

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### Presentations and Publications

- "Sexual victimization and institutional integration: A research study", ASCA annual conference, 2019
- "Climbing Back on Board: Setting Students Up for Success After Suspension", ASCA annual conference, 2019
- "From Dinghy to Yacht: Upgrading Your Student Conduct Process", ASCA annual conference, 2019
- "Effective strategies for part time hearing officers", ASCA annual conference, 2017
- *Intersecting Identities of Doctoral Student, Administrator, and Woman Struggling with Infertility: Reflections on Personal Control*, ACPA Developments publication, 11(3).
- "Title IX Investigator Training", Thomas More College, 2015
- "Title IX Investigator Training", Greater Cincinnati Consortium of Colleges and Universities, 2014
- "Campus SaVE Act Compliance", NASPA Regional Drive-In Conference, 2014
- "Title IX and Pregnant and Parenting Students", ASCA annual conference, 2014
- "Title IX Legislation: Historical and Future Perspectives", ACPA 2012
- Presenter, Norse Leadership Society Retreat, NKU, 2011, 2014
- "On the Job: RA Evaluations and Direct Assessment of Learning", SEAHO and ACPA 2011
- "Intentional Professional Development; Finding ways to advance those you supervise", KAHO Conference 2009
- "Our Recycled Residence Hall; A sustainable solution", SEAHO Conference 2009
- "The development of the residential education model at NKU", SEAHO Conference 2009
- "Blasting Your Team Off to New Heights; Creating an effective staff devo program", SEAHO Conference 2009
- "RA Training; Going from Good to Great", KAHO Conference 2009
- "Intentional Supervision of Mid-Level Professionals in Student Affairs", ACPA Conference, 2008

- Program development and facilitator for the GT Safe Space Program, educating the campus about GLBTQ issues
- Three-part diversity dialogue series for Department of Residence Life at Georgia Tech, 2007-2008
- "Advising 201- Advanced Leadership for Student Orgs", GT Residence Life Professional Development, 2007
- "Evaluating Student Staff", GT Residence Life Summer Institute, 2007
- "Teaching Student Staff how to foster Millennial Student Success", SEAHO Conference, 2007
- "Campus and Community Response to a Suicide in a Residence Hall", SEAHO Conference, 2007
- "Finding Professional Balance", Georgia Housing Officers Conference, October 2004
- "Georgia Tech Community Standards Class", ACPA National Convention, April 2004
- "How to Have a Life as a New Professional", Georgia New Professionals Conference, Fall 2002
- "Assessment in Student Affairs: Strategies for Practitioners", ACPA National Convention, April 2000

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### Education

PhD, College Student Personnel, December 2018

University of Louisville, Louisville, KY

Dissertation topic: Sexual violence and first-year college students' levels of institutional integration

MBA Essentials Certificate, Spring 2010

Northern Kentucky University, Highland Heights, KY

Master of Arts, Student Development, May 2000

Appalachian State University, Boone, NC

Bachelor of Arts, Political Science and Economics, May 1996

Appalachian State University, Boone, NC

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### Recognition and Awards

- Leon E. Boothe Diversity Award, NKU Division of Student Affairs, 2011
- Burdell's Best Award for Outstanding Campus Advisor, Georgia Tech, 2005-2006
- SEAHO Service Award, February 2005
- Freshman Partner of the Year, Georgia Tech, 2005, 2006
- "Georgia Gee Whiz Award" for advising Freshman Activities Board, October 2003

**Chantelle Cleary Botticelli**

chantelle@grandriversolutions.com

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**PROFESSIONAL EXPERIENCE*****Grand River Solutions, Inc.***

*Director of Strategic Partnerships & Client Relations*

February 2020 – Present

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Expertise in Title IX, equity, and student conduct processes, with a focus on institutional systems and structures and the associated implications on reporting and response processes.
- Provide consulting services, including investigation and adjudication support, staff coaching, and training.
- Conducts high-profile investigations and serves as a hearing chair.
- Partner and support organizations through program reviews including response to high-profile issues or public scrutiny.
- Develop policies and procedures specific to an institution.
- Identify strengths and limitations of current institutional programming, policy and processes, while assisting in the development and creation of programming and policy designed to both meet and exceed regulatory demands and campus community expectations and needs.
- Development and facilitation of training solutions.

***Cornell University***

*Director of Institutional Equity and University Title IX Coordinator*

June 2018 – February 2020

Charged with ensuring compliance with state and federal laws regarding equal opportunity and unlawful discrimination, including Title VII, IX, American with Disabilities Act. Responsibilities include advising the University leadership on matters relating to compliance and institutional risk; preparing compliance reports and assisting in the review and development of institutional policies related to unlawful discrimination and sexual violence; coordinating the institutional response to unlawful discrimination, including sex discrimination and sexual violence. Oversight of investigations into all reports of unlawful discrimination, including investigations of reports of sexual and interpersonal violence, development and implementation of sexual violence prevention programs, trainings, and campaigns; community outreach and coordination.

***Cornell Law School***

*Lecturer*

Fall 2019 term

Instructor for upper class seminar entitled, "Enough is Enough: The Evolution of Title IX."

***University at Albany, State University of New York, Office of the President***

*Assistant Vice President, Equity and Compliance and Title IX/ADA/Clery Act Coordinator*

January 2015 – May 2018

Charged with coordinating the institutional response to unlawful discrimination, including sexual and interpersonal violence. Oversight of investigations into all reports of unlawful discrimination, including investigations of reports of sexual and interpersonal violence, development and implementation of sexual violence prevention programs, trainings, and campaigns; community outreach and coordination.

***National Center for Campus Public Safety***

**Consultant**

December 2015 – Present

Serve as faculty member for the Center's Trauma Informed Sexual Violence Investigation and Adjudication Institute, assigned to modules focusing on best practices in conducting a trauma informed sexual and interpersonal violence investigations in the context of higher education. Serve as subject matter expert in the development of a curriculum for in person and online training program designed to educate higher education professionals and law enforcement on best practices for investigating and adjudicating sexual and interpersonal violence reports.

**Albany County District Attorney's Office, Special Victim's Unit**

*Assistant District Attorney*

May 2010 – December 2014

Assigned to the prosecution of sexually based felony offenses, felony domestic violence crimes, internet crimes against children, crimes against animals, and violent crimes committed against the elderly from early case assessment to final disposition. Responsibilities include overseeing and conducting investigations involving the aforementioned criminal offenses, advising law enforcement officials on charges to be filed, witness preparation, plea negotiations, Grand Jury presentments, and pre-trial proceedings, including preparing written motions and engaging in oral argument. Have tried more than twenty felony cases to verdict.

**Clinton County District Attorney's Office**

*Deputy Chief Assistant District Attorney*

January 2010 – May of 2010

*Assistant District Attorney*

January 2007 – January 2010

Assigned to the prosecution of felony and misdemeanor criminal cases. Responsibilities included direct supervision of all Sexual Assault and Domestic Violence prosecutions. Tried several felony cases to verdict for offenses such as Predatory Sexual Assault Against a Child, Rape in the first degree, Criminal Contempt, Arson in the second degree, and Driving While Intoxicated. Prosecuted over one thousand cases from arrest to sentencing. Responsible for all of the appellate work for the office and have argued before the Appellate Division, Third Department.

**New York County District Attorney's Office**

*Legal Intern*

Summer 2005

Served as a second chair on several felony trials. Assisted several Assistant District Attorneys with various aspects of trial preparation, including interviewing witnesses, drafting direct examinations, opening statements, and summations. Conducted extensive legal research and drafted motions and legal memoranda. Observed and participated in various criminal proceedings such as arraignments and pre-trial hearings

**BAR ADMISSION****New York**

January 2007

**EDUCATION****Albany Law School of Union University**

*Juris Doctor*

May 2006

**Binghamton University**

*B.A., Political Science and Philosophy*

May 2003



#### **SELECT COMMITTEE EXPERIENCE**

- Action Collaborative: National Academy of Science, Engineering, and Medicine (2019 – 2020)
- Cornell University Accreditation Committee (Spring 2019)
- UAlbany Sexual Violence Prevention Project, Co-Chair (2015 – 2018)
- UAlbany Clery Compliance Committee, Co-Chair (2016 – 2018)
- UAlbany Committee on Campus Safety (2016 – 2018)
- UAlbany President's Council on Diversity and Inclusion (2016 – 2018)
- SUNY Title IX Coordinators Association, Treasurer (2016 – 2018)
- Albany County STOP Consortium (2015 – 2018)
- Albany County SART (2015 – 2018)
- SPARC Development Committee, Co-Chair (2015 – 2018)

#### **SELECT CERTIFICATIONS & AWARDS**

- Advanced Forensic Experiential Trauma Interview (FETI) (Spring 2016)
- Child Forensic Interviewer (Fall 2014)
- Fraternity and Sorority Life, Commitment Award (Spring 2016)
- Gender Warrior Award (Spring 2016)
- Civil Rights Investigator: level two, ATIXA (Summer 2015)

**Darci Heroy**darci@grandriversolutions.com

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**PROFESSIONAL EXPERIENCE****Director of Strategic Partnerships and Client Relations**

2020 – Present

*Grand River Solutions, Inc.*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Expertise in Title IX, equity, and student conduct processes, with a focus on institutional systems and structures and the associated implications on reporting and response processes.
- Provide consulting services, including investigation and adjudication support, staff coaching, and training.
- Develop policies and procedures specific to an institution.
- Identify strengths and limitations of current institutional programming, policy, and processes.
- Conducts training, informal resolutions, and executive performance coaching.

**Associate Vice President, Chief Civil Rights Officer, Title IX Coordinator**

2018 – 2020

**Associate Vice President, Title IX Coordinator**

2016 – 2018

*University of Oregon*

Senior leader overseeing, designing, and directing programs, policies, and procedures to ensure UO's compliance with federal, state, and local laws and regulations pertaining to equal employment opportunity, non-discrimination, sexual harassment, and sexual misconduct. Responsibility for comprehensive campus-wide efforts to reduce sexual assault in all forms, providing supervision of deputy Title IX officers and all Title IX investigations, and for ensuring institutional accountability in effectively responding to reported concerns and complaints related to all forms of prohibited discrimination and harassment. Advise the presidents and vice presidents on developments in policy and organizational issues regarding all forms of prohibited discrimination and harassment. Assist in establishing priorities and agendas, assess issues of importance and sensitivity, and identify discrimination and harassment issues which require institutional attention. Provide case management of complex, high-risk issues, and serve as the point of contact when such events occur. Assist in responding to federal and state audits.

**Executive Coach, Consultant**

2015 – 2020

Eugene, OR. Co-Active Institute Trained coach focused on facilitating organizational and leadership goals by maintaining focus on specified outcomes during complex transitions and initiatives. Demonstrated ability to increase organizational dialogue, foster initiatives, monitor progress, and enhance coordination between and among diverse constituencies and stakeholders.

**Equal Opportunity Specialist / Title IX Investigator**

2013 – 2014

*University of Oregon*

Central Title IX investigator, assisted in coordinating the University response to reported issues of sexual harassment, conducting all preliminary fact-finding investigations in Title IX student conduct cases, and working with campus partners to ensure an integrated response to reported Title IX concerns. Navigated complex investigations, protecting the neutrality and equity of the investigation process while serving the overarching University and Title IX interests of community and student safety and success. Cooperated closely with law enforcement and general counsel regarding overlapping jurisdictions and concurrent criminal processes.

**Contract Attorney**

2009 – 2013

*Labor and Employment Law*

Eugene, OR. Main clients: Tedesco Law Group; Speer Hoyt Local Government Law Group.

**Senior Civil Rights Investigator**2009 – 2010, 2013

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Oregon Bureau of Labor & Industry

**Interim Assistant Director of Alternative and Public Interest Careers** 2012 – 2013  
*University of Oregon, School of Law*

**Graduate Teaching Fellow, U.S. History** 2012  
*University of Oregon*

**Research Assistant** 2007 – 2008  
*University of Oregon School of Law*

**Legislative Intern** 2009  
*Oregon Bureau of Labor & Industry (BOLI)*

### **EDUCATION**

**Juris Doctorate** 2009  
*University of Oregon School of Law*

Certificate: Pro Bono; Area of Focus: Labor and Employment Law  
 Co-Founder, [www.TheLegality.com](http://www.TheLegality.com) online journal; Public Interest Public Service, Executive Board; Peer Advisor Committee; Career Services Advisory Board; Lead Organizer Public Interest Law Symposiums 2007, 2008; Streetlaw Search and Seizure, Co-Curriculum Development Officer

**Master of Arts, International Policy Analysis** 2005  
*Monterey Institute for International Studies*

Specialization: Norms & Justice; Language: French  
Research Focus: Sub-Saharan Africa, Transitional Justice, Negotiation Simulations, Mediation, International Law, Ethics and Force, Cross Cultural Communication, Policy Analysis and Research Methods. Certificates: Phase 4 Mediation/25-hour training; International Institute for Mediation & Conflict Resolution, The Hague, Holland - month-long symposium on International Negotiations and Track II Diplomacy. Workshops: Grant Writing; Evaluating International Programs and Projects; WTO Dispute Settlement.

**Bachelor of Arts, Dual Degrees: Spanish and International Studies** 2002  
*Portland State University*

Minor: English; Graduated with Honors; Dean's List  
 Completed one-year Spanish immersion program (Universidad de Oviedo, Spain).

### **ADMISSIONS**

Oregon State Bar License No. 095324

### **CERTIFICATIONS & PROFESSIONAL DEVELOPMENT**

- Annual Training Compliant with May 2020 Title IX Final Regulations, 2020, 2021
- NACUA 8 Module Online Course Title IX Coordinator Training, 2018, 2019
- 1-Week ATIXA Title IX Coordinator Training, 2016
- 10-Month Leadership Development Training, Coaches Training Institute, Sonoma, CA, 2015-2016
- 104-Hour Co-Active Coach Training, Coaches Training Institute, San Rafael, CA, 2015
- 32-Hour ATIXA 4-Day Campus Investigator Training, New Orleans, LA, 2014
- 25-Hour Mediation Training, Santa Clara Human Resources, Monterey, CA, 2004
- 3-Week Mediation and Diplomacy Training, Institute for Int'l Mediation and Conflict Resolution, The Hague, Netherlands, 2004
- Sandan (Third Degree) Black Belt, Daimon-Ryu Karate-Do, Ashland, OR

## Donna Wagner

donna@grandriversolutions.com

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Results-driven professional specializing in Human Resources, Employee Relations, Employment and Compliance Investigations, Employee Engagement, and Alternative Dispute Resolution in a variety of industries, including higher education, healthcare, biotechnology, insurance and medical devices

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### PROFILE OF QUALIFICATIONS

- Deep expertise in high-risk employee relations issues, investigations, workplace threat assessments, domestic and international employment law.
- Out-of-the-box thinker who excels at conceptualizing, creating, and implementing solutions-focused employee engagement programs, including developing valuable partnerships while overseeing initiatives in coordination with multiple stakeholders.

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### KEY AREAS OF EXPERTISE

Work Teams/Virtual Teams  
Training /Development  
Labor Relations

Investigations  
Organizational Culture  
HR Policies and Practices

Employee and Labor Relations  
Mediation/Dispute Resolution  
Mergers and Acquisitions

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### PROFESSIONAL EXPERIENCE

GRAND RIVER SOLUTIONS, INC.

2020 – PRESENT

#### Senior Solutions Specialist

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Serves as a neutral facilitator of mediation and informal resolution.
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts Title IX investigations.

UNIVERSITY OF SOUTHERN CALIFORNIA

2015 – 2020

#### Senior Investigator

Assess reports of misconduct for protected class and Title IX across the university campus and healthcare system. Form investigative plans, gather evidence, including statements, video and documentary evidence, and forensic analysis. Determine the need for supportive measures and create comprehensive written reports. Work collaboratively with campus partners on training, investigations, projects and initiatives. Interact with a wide variety of stakeholders.

WAGENER LAW, WESTLAKE VILLAGE, CA

APRIL 2014 – DECEMBER 2014

#### Investigator

Conduct independent employment and compliance investigations under the supervision of the firm's attorneys for clients in various industries, including healthcare, entertainment, biotechnology, pharmaceutical, manufacturing and education.

RESOLUTION ECONOMICS, BEVERLY HILLS, CA

2012 – 2014

#### Affiliate Director, Resolution Consulting Group

Provide human resources and investigation advice and counsel to law firms and their corporate clients engaged in employment litigation. Analyze current human resources policies and procedures and recommend solutions. Offer human resources subject matter expert testimony for depositions, trial and mediation.

### **Key Accomplishments**

- *Revamped HR functions for a large retail management company and created an employee relations and investigations function. Overhauled policies and procedures conduct skills assessment of current staff and develop training program for internal human resources staff. Advised senior management on formulation and communication of new HR policies and practices.*

GE HEALTHCARE, WAUKESHA, WI

2007 – 2012

#### **Independent Contractor – Employee Relations**

MARCH 2009 – MAY 2012

#### **Global Human Resources Manager**

OCTOBER 2007 – JANUARY 2009

Provided HR functional leadership as a sole contributor for 400 employees and senior executives in Finance, Business Development and Communications based in the US, UK, Asia, South America, Europe and the Middle East. Led clients through critical HR operating rhythms such as Session C, salary planning, SII and business strategy reviews. Partnered with Talent Acquisition and led a cohesive global talent development and growth plan across all regions to attract, develop, engage and retain talent. As an independent contractor, conducted employment investigations and coordinated responses to third level grievances.

### **Key Accomplishments**

- *Increased global recruitment processes efficiency by developing a process manual, leveraging relationships with global human resources staff, and utilizing untapped sources of talent acquisition in Central Europe and Asia.*
- *Effectively reduced time-to-fill ratio for hard-to-fill global finance positions from over 180 days to less than 94 days.*
- *Collaborated with senior leaders during a six-month process to redevelop job descriptions and define career paths.*

AMGEN, INC., THOUSAND OAKS, CA

2006 – 2007

#### **Senior Employee Relations Manager**

SEPTEMBER 2006 – OCTOBER 2007

Managed the investigation and resolution of internal employment and compliance investigations for both domestic and international violations of company policy. Conduct high risk employment and compliance investigations. Partnered with internal and external legal counsel as needed and collaborated with other key stakeholders and subject matter experts in Security, Internal Audit and Corporate Compliance.

### **Key Accomplishments**

- *Conceptualized, developed, and conducted employment law training to 1,000+ managers nationwide which resulted in a reduction of employee complaints, decreased litigation exposure, and increased manager effectiveness.*
- *Recommended and selected a “case management” software system which improved data retrieval time and customized reporting capabilities on employee relations metrics.*

WELLPOINT, INC., THOUSAND OAKS, CA

2004 – 2006

#### **Director—Employee Relations and Associate Engagement**

OCTOBER 2005 – SEPTEMBER 2006

Provided HR consultation and support for multiple business units during merger and acquisition with Anthem. Advised and coached the HR function, executive leadership, managers and employees, regarding high level, complex employee relations issues including department restructuring, policy development and interpretation, merger and acquisition and reduction in force. Provide oversight for complex investigations conducted by HR professionals. Lead change management initiatives. Developed key initiatives and management training segments on maintaining employee engagement during times of intense change.

### **Key Accomplishments**

- Identified and retained 97% of high-potential talent during companywide downsizing and reorganization.
- Facilitated a 17% decrease in aggregate turnover via intensive retention analysis and management training.
- Reduced employee turnover within a fast-paced call center by 57% and improved unit performance and employee morale by coaching and training front-line management, implementing flexible schedules, developing career paths for call center positions, and revamping an attendance policy.

#### **Corporate Employee Relations Manager**

MARCH 2004 – OCTOBER 2005

Investigated and resolved complaints of discrimination, harassment, company policy issues and other matters in a high volume, centralized shared services model. Provided overall guidance to field HR, managers, supervisors and directors regarding all aspects of the employee and labor relations spectrum. Administered the company's internal dispute resolution process and conducted individual and group alternative dispute resolution.

##### **Key Accomplishments**

- Mitigated legal risk and avoided a potential negative company image in the media by successfully investigating and resolving a sensitive, high-risk public discrimination complaint case within a Georgia business unit.
- Implemented counter-union strategies and trained managers after early warning signs of union organization.
- Created system-wide processes and protocols for workplace violence and threat assessment incidents.
- Created a weekly "accommodation roundtable" involving key stakeholders and offering one-on-one consultation about all aspects of job accommodations, including the accommodation process, accommodation ideas and ongoing support.

ASCENSION HEALTH, INC. (COLUMBIA HOSPITAL, MILWAUKEE, WI)

1995 – 2004

#### **Employee Relations Manager**

1999 – 2004

Conduct investigations and provide human resources consultation on all employee relations issues to approximately 900 clinical and administrative staff and bargaining unit employees within Columbia Hospital, Inc.—a division of the nation's largest non-profit health system comprised of four large-scale hospitals, 38 high-volume clinics, and a college of nursing.

##### **Key Accomplishments**

- Mediated conflicts between executive management and radiology physicians to avoid disruptions in operations.
- Reduced external EEO complaints 84% by developing a key mediation step in the internal grievance process.
- Completed the revision of a company handbook and 50+ policies and procedures during the first year of merger.

#### **Clinic Manager**

1995 – 1999

Directed comprehensive operations and marketing efforts for multi-site medical clinics in Milwaukee, including managing 25+ administrative staff and 10 physicians, as well as overseeing a combined \$5-million operating budget.

##### **Key Accomplishments**

- Earned an "Outstanding" Joint Commission rating after conducting in-house evaluations of 23 outpatient clinic sites.

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#### **EDUCATION**

**Master of Science in Human Resources & Labor Relations**

UNIVERSITY OF WISCONSIN—MILWAUKEE

**Graduate Certificate in Mediation & Negotiation**

UNIVERSITY OF WISCONSIN—MILWAUKEE

**Bachelor of Arts in Journalism**

UNIVERSITY OF WISCONSIN—MILWAUKEE

**Field Examiner Internship**

NATIONAL LABOR RELATIONS BOARD



## Jacqueline Hennard

JHennard@grandriversolutions.com

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### PROFESSIONAL EXPERIENCE

#### **Grand River Solutions, Inc.**

*Senior Solutions Specialist, 2021-Present*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Serves as an expert in the general areas of Title IX and student conduct processes, with a focus on institutional systems and structures and the associated implications on reporting and response processes.
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Provides staff coaching, and training.
- Partner or support organizations through program reviews including response to high-profile issues or public scrutiny.
- Develops policies and procedures specific to each institution, designed to meet the prevention, response, investigation and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture.

#### **University of Chicago, Office for Access and Equity, Chicago, IL**

*Associate Director/Lead Investigator, September 2018-2021*

- Serves as lead investigator to resolve allegations that faculty members have engaged in discrimination, harassment, sexual misconduct, and retaliation under University Policies pursuant to Title IX and Title VII. Investigative process includes conducting interviews, drafting investigative reports, analyzing evidence, making recommendations to remedy violations of University Policy and preparing investigative materials and reports for hearing bodies . Responsible for conducting investigations and drafting University responses to administrative charges, including complaints filed with the Department of Education.
- Engages in the interactive process to grant reasonable accommodations for faculty members with disabilities as required by the Americans with Disabilities



Act (ADA). As of March 2020, responsible for processes for faculty members requesting accommodations due to COVID-19.

- Serves as designee of the ADA/504 Coordinator, which includes responding to grievances filed against Student Disability Services. This process includes conducting interviews, requesting and analyzing relevant documents and drafting correspondence detailing outcomes and recommendations.
- Leads Accessibility Working Group, a collaborative group of individuals throughout the University involved in improving accessibility. Responsible for managing an annual budget of \$500,000 to improve accessibility and operates as a client for Facilities Services for capital projects that improve accessibility.
- Developed and serves as Chair for an Accessibility Student Advisory Board, a group of undergraduate, graduate and professional students. The Accessibility Student Advisory Board was developed to improve trust between students with disabilities and University administrators and provide an opportunity for students to share their experiences and provide feedback on University processes and programs involving accessibility.

#### **City of Chicago, Civilian Office of Police Accountability, Chicago, IL**

*Major Case Specialist, May 2017-September 2018*

- Served as lead investigator for complaints of allegations of misconduct against members of the Chicago Police Department, including investigations involving death or serious bodily injury and allegations of excessive force and racial harassment.
- Responsible for on-scene response to incidents involving death or serious bodily injury caused by members of the Chicago Police Department.
- Serves as a liaison and investigative arm for the Cook County State's Attorney's Office for cases involving potential criminal charges against members of the Chicago Police Department.

#### **Axiom, Chicago, IL**

*Contract Attorney, June 2016-May 2017; March 2012-July 2012*

- Reviewed and analyzed documents for relevance to case issues in various practice areas.

#### **Cook County Health and Hospital Systems, Chicago, IL**

*Employment Plan Analyst, March 2015-March 2016*

- Conducted investigations into alleged violations of the Cook County Health and Hospital System Employment Plan, which governs the hiring and recruitment process intended to prevent political discrimination.

- Planned, developed and coordinated System-wide training program to provide employees with overview of hiring process and inform them of their rights and responsibilities to report political contacts and unlawful political discrimination

**City of Chicago, Department of Human Resources, Chicago, IL**

*EEO Investigator, July 2012-March 2015*

- Conducted investigations into allegations that City of Chicago employees violated the Equal Employment Opportunity (EEO)/Sexual Harassment Policy and Violence in the Workplace Policy.
- Collaborated with leadership to revise and improve the Violence in the Workplace Policy, EEO/Sexual Harassment Policy and Reasonable Accommodation Policy.
- Created and conducted interactive "Respectful Workplace" training sessions to inform City of Chicago employees of rights and responsibilities under the EEO/Sexual Harassment and Violence in the Workplace Policies, supervisory responsibilities, and other best practices.
- Testified at arbitration hearings, Human Resources Board hearings and Illinois Department of Human Rights fact-finding conferences to support disciplinary recommendations.
- Provided guidance to departmental liaisons and union representatives in response to workplace issues pertaining to discrimination, harassment, violent conduct and other employee relations matters.
- Conducted ongoing analysis of federal, state and local employment laws including Title VII, ADEA, FMLA, VESSA and the ADA.

**Lakelaw, Skokie/Chicago, IL**

*Associate, August 2009-March 2012*

- Managed Skokie office, which provided same-day client services, including coordinating client hearings across several counties.
- Met with clients to explain the bankruptcy process and develop financial and legal strategy that could include Chapter 7, 11 or 13 bankruptcy, creditor settlement and/or foreclosure.

**Schuster & Simmons LPA, Cleveland, OH**

*Law Clerk, May 2007- August 2009*

- Analyzed federal, state and local employment statutes to create a firm-wide employment law handbook that detailed requirements for statutes of limitations and exhaustion of administrative remedies.
- Conducted interviews with potential clients to identify legal issues and strength of claims.

**Ohio Civil Rights Commission, Cleveland, OH**

*Legal Intern, May 2006 – February 2007*

- Conducted on-site investigations and met with landlords, tenants, and other witnesses to resolve complaints of employment and housing discrimination, including drafting case reports for Commissioners summarizing allegations, analyzing relevant laws and detailing recommendations.

#### **LICENSES/CERTIFICATIONS**

Admitted to Illinois Bar and Federal Bar for the Northern District of Illinois; Certified Lead Homicide Investigator; Certified Mediator through Chicago Center on Conflict Resolution

#### **EDUCATION**

**Cleveland-Marshall College of Law**, Cleveland State University, Cleveland, OH  
*J.D.*, 2008; Top 50% of graduating class; Dean's List

**Michigan State University**, East Lansing, MI  
*B.A., Political Science with honors*, 2005

**Jessica Brown**

[jbrown@grandriversolutions.com](mailto:jbrown@grandriversolutions.com)

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## **PROFESSIONAL EXPERIENCE**

### **Grand River Solutions, Inc.**

November 2021 – Present

#### Senior Solutions Specialist

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Expertise in the general areas of Title IX and student conduct processes.
- Provide consulting services, including investigation and adjudication support, staff coaching, and training.
- Develop policies and procedures specific to each institution, designed to meet the prevention, response, investigation, and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture.

### **Baylor University, Waco, TX**

January 2021 – October 2021

#### Investigator

- Independently manage investigations of alleged civil rights and sexual misconduct policy violations by conducting neutral, prompt, and thorough inquiries into conduct reported to the University's Equity, Civil Rights, and Title IX Office.
- Conduct party and witness interviews, collect evidence, and synthesize findings in investigative reports provided to University leadership and hearing officers.

### **J. Brown Consulting, LLC, Easton, PA**

February 2020 – January 2021

#### Civil Rights Investigator

As an independent consultant, provided services to educational institutions including education, policy development, and civil rights investigation for possible violations of Title IX, sexual misconduct, and other harassment policies, ensuring discriminatory conduct does not limit any student's access to education.

### **Lafayette College, Easton, PA**

November 2017 – January 2020

#### Director of Educational Equity

- Served as Lafayette's Title IX and Section 504 Coordinator responsible for compliance and policy development; comprehensive sexual misconduct education; intake of all discrimination reports and oversight of investigations.
- Oversaw the institution's civil rights investigations, determining the scope and direction of each investigation, while routinely providing guidance to investigators throughout the process and in crafting investigative reports.
- Conducted case intake for each incident reported to the Office of Educational Equity, providing resources, support, and policy guidance to all parties.
- Instituted and designed materials for an education and awareness campaign, which contributed to an overall 50% increase in reporting of sexual misconduct on campus.

- Developed presentations and training materials for campus constituents on topics including sexual misconduct, the Violence Against Women Act, Title VII, Title IX, campus policies/ procedures, and implicit bias.
- Co-chaired the College's Presidential Oversight Committee on Sexual Misconduct, presented sexual harassment policy and procedure revisions and recommendations which were approved and enacted by the committee, faculty senate, and board of trustees.
- Drafted a Pennsylvania 'It's On Us' grant application, for which the college was awarded \$30,000 for continued education and training to combat sexual violence.

**Law Office of Brian Scott Dietrich, P.C., Blue Bell, PA**

July 2016 – November 2017

Associate Attorney

- Analyzed complex legal issues facing long-term care service providers and appealed adverse medical assistance determinations through the administrative process.
- Generated and maintained business relationships with long-term care corporate leaders including C-level executives, providing legal advice in the areas of medical assistance eligibility and Medicaid regulations.

**Berks County Public Defender's Office, Reading, PA**

August 2014 – May 2016

Assistant Public Defender

- Advocated for and advised indigent defendants in all phases of the criminal process, managing cases from arraignments and preliminary hearings, through pretrial proceedings, plea negotiations, trial, sentencing, and appeals.
- Regularly drafted motions and appellate briefs on behalf of my clients, ensuring a fair process for each defendant.

**Pike County Court of Common Pleas, Milford, PA**

August 2013 – August 2014

Judicial Law Clerk

- Conducted extensive legal research and writing to assist the Hon. Joseph F. Kameen, President Judge, and the Hon. Gregory H. Chelak, Judge, in producing civil and criminal legal opinions.

## EDUCATION

**Pennsylvania State University Dickinson School of Law, University Park, PA**

2013

Juris Doctor

**Florida Southern College, Lakeland, FL**

2009

Bachelor of Music, *summa cum laude*

## Jill Moffitt

JMoffitt@grandriversolutions.com

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### PROFESSIONAL EXPERIENCE

**Grand River Solutions, Inc.**

2021-Present

**Senior Solutions Specialist**

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Serves as an expert in the general areas of Title IX and student conduct processes, with a focus on institutional systems and structures and the associated implications on reporting and response processes.
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts investigations, serves as Hearing Officer.
- Partner or support organizations through program reviews including response to high-profile issues or public scrutiny.
- Develops policies and procedures specific to each institution, designed to meet the prevention, response, investigation and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture.

*University of North Carolina at Asheville – Asheville, North Carolina*

**Associate Vice Chancellor for Student Affairs**

**Title IX Administrator**

2012-2021

**Functional Area Expertise**

- Oversee and manage Parent Programs, New Student Orientation, Veterans Programs, Multicultural Student Programs, International Student Services, University Events, Fraternity and Sorority Life, Residential Education, Community Service and Community Engagement, Title IX, Conferences and Camps, Campus Ministries, Campus Recreation, Student Union, and Student Activities, Involvement and Leadership.
- Plan, implement and assess all functional units in the Division of Student Affairs to ensure results-based decision making and resource allocation.

### **Personnel Management & Supervision**

- Directly hire, train, supervise, and evaluate 20 divisional leaders and support the growth and advancement of all 85 divisional staff members.
- Develop, implement, and analyze competency assessments for 325 student employees.
- Develop, implement and analyze NASPA based competency assessments for all professionals who are actively engaged as candidates seeking employment in the Division of Student Affairs.
- Develop, implement, and evaluate a campus wide student development training program that ensures student employees are being trained consistently, accurately, and effectively across campus units.
- Responsible for student learning outcomes regarding multicultural competence, job skill development, and leadership development.

### **Budget & Resource Management**

- Plan and manage a 1.8-million-dollar budget.
- Allocate financial and human resources effectively, fairly, and consistently across areas of responsibility.
- Support the planning, implementation, and evaluation of divisional needs on a continual basis to ensure the survival of the division and the growth and success of students.
- Advocate for the Division of Student Affairs on various University initiatives to advance the goals, knowledge, values, and achievements of student affairs professionals and students.

### **Title IX, Sexual Health, Health & Wellness Management**

- Oversee the Hyannis House, a resource center for victims of sexual violence and a safe space for members of the LGBT community.
- Serve as the Title IX Administrator for the University.
- Deliver a comprehensive educational campaign to address sexual assault and sexual misconduct issues across the campus community on an annual basis.
- Develop and maintain strong connections and working relationships with greater Asheville community partners to create an effective Sexual Assault Response Team that includes local law enforcement, hospital personnel, victim advocacy, and the district attorney's office.
- Develop, implement, and educate the campus community on the procedures and protocols for the Protection of Minors on Campus.



### University Leadership

- Serve the University through work on the following committees: Master Planning, Campus Experience Committee, First Year Experience, Enrollment Management, University Planning Council, and Council for the Advancement of Professional Staff, and the QEP Committee for SACS accreditation.
- Represent the Division at collaborative initiatives and committees that advance the mission and vision of Student Affairs, such as the Diversity Action Council, Emerging Technology Committee, Master Planning, and Community and Civic Engagement.
- Develop and implement ongoing plans on behalf of the Division to reach enrollment and retention goals for current students and prospective students.
- Be a University Ambassador for the value of a liberal arts education through ongoing representation with orientation participants, new student socials, campus visitors, parents, Board of Trustees, the UNC System Board of Governors, alumni, advancement pursuits and the UNC System Office.
- Work collaboratively and comprehensively with the an integrated team of Health and Counseling, student conduct, Athletics, Disability Services, Housing, Facilities Operations, Emergency Management, Academic Advising, and Campus Police to ensure the safety and wellbeing of the campus community by responding to students in academic, physical and/or mental health crisis.
- Serve on the University's Behavior Intervention and Threat Assessment Team in tandem with Campus Police, Health and Counseling, and a case manager to discuss and implement appropriate interventions for reported student behaviors.
- Respond appropriately and effectively to all bias incidents on campus as a leader on the Bias Incident Response Team.
- Maintain knowledge and best practice in student affairs based on current trends and legal case studies in higher education.
- Assist with the development, implementation, and ongoing evaluation of conduct related policies and procedures to ensure the rights of complainants and respondents at all times.

### Director of Student Life – Division of Student Affairs

2010-2013

- Developed a strategic plan for the Department to ensure alignment of goal achievement with the Division of Student Affairs and the University of North Carolina Asheville.
- Provided leadership and guidance to the Student Activities Department to maximize goals, learning outcomes, and retention efforts.
- Provided co-curricular opportunities that enhance the campus experience and/or education of UNC Asheville students through programs targeted to increase



student awareness, knowledge, sense of belonging, social connections, civic engagement, leadership skills, and cultural competence.

- Managed a 74,000 square foot student union which includes a game room, a food court, a bookstore, an art gallery, a campus radio station, a bike shop, an environmental center, a copy center, the student mail room, a commuter lounge, large dance/conference space, offices, student organizations work space and gathering suite, meeting rooms, performance space, and a “bring-your-own-beverage stand” for student events and faculty lecture series.
- Managed all operations associated with the Student Union including scheduling, access, policy development, procedures, staffing, student and professional development, and participant satisfaction.
- Managed a half-a-million-dollar budget to address all needs of the department across programs and in line with all constituency desires.

**Director of Campus Recreation – Division of Student Affairs** 2008-2012

- Develop and continually evaluate the strategic direction of the Department to ensure alignment of goal achievement with the Division of Student Affairs and the University of North Carolina Asheville.
- Provide leadership and guidance to the Campus Recreation Department to maximize goals, learning outcomes, and retention efforts.
- Responsible for providing recreational opportunities to UNC Asheville students, faculty, staff, College for seniors, and Alumni.
- Responsible for a 3100 square foot health and fitness center which includes a pool, three multipurpose courts, three racquetball courts, weight room, indoor track, dance studio, three classrooms, an equipment room, laundry room, locker rooms, and two outdoor fields.
- Responsible for all operations associated with the Health and Fitness Center including scheduling, access, policy development, procedures, staffing, student and professional development, and participant satisfaction.
- Responsible for a half-a-million-dollar budget to address all needs of the department across programs and in line with all constituency desires.
- Responsible for the strategic development and planning of the Campus Recreation Department.
- Provide leadership and vision to the development of recreational and educational programming and opportunities for the UNC Asheville community.
- Direct supervision of four full time professional staff and two program coordinators.
- Create, develop, implement, and evaluate a comprehensive marketing plan that brands the department as a recognizable valued contributor to institutional mission.

- Create, develop, and implement a comprehensive assessment plan for all units of the Campus Recreation Department that demonstrate student learning through specified outcomes and goal achievement.
- Responsible for revenue generation through community memberships, corporate sponsorships, and development initiatives, such as endowments and fundraising events, which directly serves the needs of the students at UNC Asheville.
- Provide indirect supervision to over 100 student employees across facilities, fitness, intramural sports, outdoors, and sport club programs and operations.
- Work collaboratively and effectively with the Athletics Department and the Health and Wellness Academic Department to reach goals across all three units housed in a shared facility.
- Assist the Division of Student Affairs with divisional goals and assessment plans that enhance the student experience at UNC Asheville and demonstrate student learning and satisfaction with the collegiate experience.

### **TEACHING EXPERIENCE**

- *Sexual Assault on College Campuses* – General presentation to first year general education courses to educate students on consent, safety, and rights and responsibilities.
- *Personal Responsibility and Safety* – General Requirement for first year students – 2012-Present
- *Introduction to Recreation and Outdoor Studies* – Department of Health and Wellness – University of North Carolina at Asheville; Spring 2010
- *Social and Psychological Dimensions of Leisure and Recreation* – Department of Health and Wellness – University of North Carolina at Asheville; Spring 2010
- *Health and Wellness Promotion* – Department of Health and Wellness – University of North Carolina at Asheville; Fall 2009

### **SELECTED FACILITY PROJECTS**

- 2019: Highsmith Student Union Renovation Completed; Provided Principle Oversight on this \$11 million dollar renovation that will be featured in ACUI in April 2019.
- 2018: The Woods Residential Complex; Provided Support and Guidance on this \$15 million dollar facility to answer the student need for apartment style living on campus.
- 2014: Ponder Hall Residence Hall Complex; Provided Support and Guidance on this \$20 million dollar facility that is LEAD certified for sustainability.

- 2009: Sherrill Center Health and Wellness Center and Kimmel Arena; Provided Oversight and Guidance on this \$22 million dollar state allocated project.

### PROFESSIONAL AFFILIATIONS AND SERVICE

- |   |              |
|---|--------------|
| • Association of Title IX Administrators                  | 2013-Present |
| • Association for Student Conduct Administration          | 2012-Present |
| • American Association of University Women                | 2012-Present |
| • Association of American Colleges and Universities       | 2011-Present |
| • College Student Educators International (ACPA)          | 2011-Present |
| • Student Affairs Administrators in Higher Education      | 2009-Present |
| • National Intramural and Recreational Sports Association | 2001-2013    |

### POST GRADUATE CERTIFICATIONS

Title IX Investigator Training Level, 4 ATIXA	2018
Title IX Investigator Training Level, 3 ATIXA	2017
Title IX Investigator Training Level 2, ATIXA	2016
Title IX Coordinator Level 4 Training, ATIXA	2015
Title IX Investigator Training, ATIXA	2014
Manicur Symposium, NASPA	2014
Title IX Coordinator Certification	2013
Clery training, Margolis and Healy	2013
Women's Leadership Institute, ACUI	2012

### EDUCATION

<b>Doctor of Education</b>	University of Vermont
<b>Educational Leadership and Policy Studies, Higher Education</b>	February 2009
<i>Dissertation: Recreating Retention: Campus Recreation and Student Satisfaction</i>	

<b>Master of Science</b>	Ball State University
<b>Physical Education, Sport Administration</b>	July 2003
<i>Thesis: Campus Recreation Administrative Considerations for Recreational Day Camp Programming on College Campuses</i>	

<b>Bachelor of Science</b>	New Mexico State University
<b>Kinesiology</b>	July 2001

**Jody L. Shipper**  
Jody@grandriversolutions.com

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### Relevant Work Experience

*Grand River Solutions, Saratoga, CA* 2018 - present  
**Co-Founder and Managing Director**

Provide consulting services, investigation and adjudication support, conduct investigations, training, conduct compliance reviews and audits. Practice is focused on Title IX, Title VI, and Title VII-related equity issues, as well as practices relating to the Clery Act and Violence Against Women Act. Develop policies and procedures specific to each institution designed to meet the prevention, response, investigation and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture. Identify strengths and limitations of current institutional programming, policy and processes, while assisting in the development and creation of compliance plans, programming and policy designed to both meet and exceed regulatory demands and campus community expectations and needs.

*Project IX, Napa, CA* 2014 - 2018  
**Co-Founder/Principal**

Co-founded "Project IX," a non-profit corporation, focusing on providing comprehensive services for smaller or under-resourced secondary and post-secondary institutions in crafting policies and procedures designed to meet the specific institutional requirements of: Title IX, VAWA, Clery Act and SVSH regulations. Conduct audits and compliance reviews of k-12 schools, colleges, and universities.

*University of California, Office of the President, Oakland, CA* 2015 - 2016  
**Systemwide Director Title IX/VAWA/Clery/Sexual Violence, Sexual Assault**

Ensured compliance with Title IX, VAWA, Clery Act, SVSH policies and procedures, and other related federal regulations. Responsible for directing and facilitating Title IX, Clery Act and VAWA compliance for the UC and all of its affiliated campuses. Oversaw systemwide compliance reviews and evaluations, conducted active monitoring of campus processes and effectiveness, including on-site reviews to ensure consistent institutional responses. Assisted campuses with implementation of new policies and procedures. Provided advice and guidance to the Office of the President and campuses as needed. Coordinated training and policy implementation trainings.

*University of Southern California, Los Angeles, CA*  
**Executive Director of the Office of Equity and Diversity**

2004 – 2015

Developed the university's first comprehensive investigations office, created and implemented protocols to coordinate and integrate the work of the Office of Equity and Diversity, Student Conduct, Human Resources, and Faculty Affairs. In 2012, created first campus Title IX office. Served as Chief Diversity Officer, Affirmative Action Director. Provided leadership, support and advice on issues of the prevention of, and response to, prohibited discrimination and harassment, including sexual assault. Created and designed the first campus-wide program to address issues involving the university's interaction with minors on campus. Advised on Clery Act compliance. Created new campus-wide Threat Assessment Team and implemented new threat assessment training and management procedures.

*Cooper, White & Cooper, LLP, San Francisco, CA*  
**Senior Employment Law Associate**

2003 –2004 and 1999-2001

Counseled employers, including multiple universities, on all aspects of employment and higher education law including: Title IX, proper procedures for investigating employee complaints, hiring practices, best practices, employment policies, wage and hour regulations, leaves of absence, Americans with Disabilities Act, workers' compensation, wrongful termination, and compliance with local, state and federal employment laws. Frequently conducted investigations on behalf of clients. Advised employers on crafting policies to reflect strategic vision and create strong alignment between policies, procedures, and mission statements and goals. Represented employers in all phases of state and federal litigation before state and federal administrative agencies.

*Walden House, Inc., San Francisco, CA*

2001 – 2003

*\$50 million dollar non-profit clinical and residential addiction treatment agency*

**General Counsel**

Oversaw all employment law matters, and executive-level personnel matters. Supervised human resources department. Advised Board of Directors and executive staff on corporate, employment and labor law, development and implementation of employment policies, risk management, and best business practices. Chief investigator for all claims brought by employees, clients, patients, students, teachers, contracting agencies, government oversight agencies (DFEH, EEOC, California Attorney General) including claims of discrimination, harassment, allegations of inappropriate conduct by treatment providers, and all other claims of misconduct. Represented agency in legal proceedings involving employees, clients or other third parties, including state court and administrative hearings.

*Littler Mendelson, San Francisco, CA*  
**Associate and Summer Associate**

1995 – 1999

Represented employers in all aspects of employment law, including state and federal court and administrative hearings. Successfully argued motions in state and federal trial courts. Argued before the Ninth Circuit Court of Appeals. Handled *pro bono* cases assigned directly by Ninth Circuit Court of Appeals.

- Drafted successful brief and served on litigation team for California Supreme Court appeal in matter of *Cotran v. Rollins Hudig Hall*, which set the standard for workplace investigations in California

### **Expert Witness Services**

Videckis v. Pepperdine University, Aug 2017  
U.S. District Court, Los Angeles  
Testified on behalf of defendant Pepperdine University

McLeod v. Duke University, Dec 2017  
Deposed, case settled prior to start of trial

Consulting Expert, *Doe v. State of Arizona*

Shank v. Carleton College, 2019  
dismissed on summary judgment

Browning and Baity v. University of Findlay  
settled prior to trial

KD v. Omaha Public School District

Mother Doe v. Richland County School Dist. 2

### **Select Presentations, Webinars & Trainings**

*NACUA Workshop, Washington, DC* Feb 2012  
"Title IX Coordinators: Selection, Responsibilities & Training"

*United Educators Webinar* Jun 2012  
"Conducting Student Sexual Assault Investigations"  
Over 750 participants from risk management and general counsel offices at UE member institutions.

ATIXA Annual Title IX Conference, Chicago, IL "Title IX Compliance Review" "Women Who Lead" luncheon speaker	Jun 2012
NACUA Annual Conference, Chicago, IL "The Role of Attorneys in Threat Assessment"	Jun 2012
University of California Office of the President and Stanford University Special 2-day Training Seminar: advanced interviewing techniques and best practices regarding Title IX investigations and rape and sexual assault cases	Jul 2012
NACUA Virtual Seminar "Conducting Campus Sexual Assault Investigations" Sponsored in connection with American Council on Education (ACE)	Jul 2012 Oct 2012
Biola University Conducted sexual assault training for all faculty and staff	Jun 2012 Aug 2012
NACUA Virtual Seminar "Always Be Prepared: The OFCCP Audit and Enforcement Survival Guide"	Aug 2013
Washington University, St. Louis Conducted University Sexual Assault Investigations Board (USAIB) training	Sep 2013
Texas Higher Education Human Resources Association Conference "OFCCP Audit and Enforcement Guidance"	Jan 2014
School Law and Policy Institute, Stanford, CA Prevention Strategies and Legal Updates on Sexual Misconduct	Jan 2014
NACUA Winter CLE Workshop, Miami, FL Student Sexual Misconduct Hearings: The (Un)due Burden of Due Process	Mar 2014
NACUA Annual Conference, Denver, CO Challenging Title IX Issues? Ask the Experts!	Jun 2014
NACUA Annual Conference, Washington, D.C. Annual conference planning committee Moderator	Jun 2015
NACUA Winter CLE Workshop, Nashville, TN Member, planning committee Moderator: The Special Concerns of Domestic Violence Investigations	Jan 2016



<i>United Educators Webinar</i> Ask a Title IX Expert, Lead Presenter	<i>Mar, June and Sept. 2016</i>
<i>URMIA Annual Conference, San Diego, CA</i> Title IX, VAWA, and Clery: Are you REALLY in Compliance? Lessons Learned and Trends Arising from Claims Brought by Students	<i>Sep 2016</i>
<i>United Educators' Title IX Now, Washington, D.C.</i> Conducted 2-day training for 120 attendees	<i>Nov 2016</i>
<i>NACUA Webinar</i> Ethical Obligations of Lawyers who Work Inside and Outside of the General Counsel's Office	<i>Dec 2016</i>
<i>NACUA Annual Conference</i> Member, planning committee	<i>Jun 2017</i>
<i>University of Vermont Legal Issues in Higher Education</i> Title IX and Mental Health	<i>Oct 2017</i>
<i>Augustana College Regional Training</i> Speaker and Program Coordinator	<i>July 2017</i>
<i>Carmel Unified School District</i> Training for students, teaching staff, administrators	<i>Feb 2018</i>
<i>Title IX Bootcamp for K12 Investigators</i> Coordinator and Speaker	<i>Apr 2018</i>
<i>Tennessee Title IX Summit</i> Keynote Speaker	<i>Apr 2018</i>
<i>Universidad de Guadalajara</i> Sensibilization y Mejores Practicas Internationals en Material de Equidad y Cultura para la Paz en las Universidades	<i>Aug 2018</i>
<i>University of Vermont Legal Issues in Higher Education</i> Student Conduct and Syllabi	<i>Oct 2018</i>
<i>Alabama College of Osteopathic Medicine</i> Keynote Speaker, Title IX Conference	<i>Nov 2018</i>



<i>National Conference on Law and Higher Education</i> Title IX and Athletics Compliance	Jan 2019
<i>United Educators Webinar, Draft Title IX Proposed Regulations</i> Speaker	Feb 2019
<i>University Risk Management and Insurance Association (URMIA)</i> Speaker, Protecting Your Campus from Sexual Predators	Sep 2019
<i>Grand River Solutions Conference</i> Speaker, Reliability, Credibility, and Demeanor Evidence Speaker, Incels on Campus	Oct 2019
<i>National Conference on Law and Higher Education</i> Keynote Speaker Speaker, Best practices in campus hearings, a practicum	Jan 2020
<i>United Educators Podcast</i> Conducting Remote Investigations	Mar 2020
<i>Grand River Solutions Training Program</i> Investigations and Hearings Under the New Title IX Regulations	Jun 2020
<i>University Risk Management and Insurance Association (URMIA)</i> Speaker, Title IX Circuit Splits & the Impact on Institutions of Higher Education Speaker, Sexual Harassment: It's Not Just Title IX	Sep 2020

### Publication

*Shipper, J.. Workplace Investigations: The HR Manager's Step-by-Step Guide.* Brentwood, California: M. Lee Smith, 2008.

### Additional Professional Experience and Associations

<i>ATIXA, Association of Title IX Administrators</i> Advisory Board Member	2012 - 2014
<i>California Association of Workplace Investigators (CAOWI, now AWI)</i> Founding board member Past Chair, Certification Committee Member, Best Practices Committee	2009 - 2012

## Education

JD, Hastings College of the Law, San Francisco, CA, 1997

*AmJur* Award, Pre-Trial Practice

Dean's Discussion Group Leader, Contracts

Managing Editor, *Constitutional Law Quarterly*

Internship, California Supreme Court

BSFS, International Relations, Georgetown University, 1982

Certificate of proficiency, Chinese

Université de Genève, Geneva, Switzerland, 1981

Smith College, Junior Year Abroad Program

**Karen E. Nutter**  
karen@grandriversolutions.com

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**Professional Experience**

**Grand River Solutions, Inc.**

*Senior Solutions Specialist*

December 2018 – Present

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts Title IX investigations.
- Serves as Hearing Panel Chair, or Decision-Maker for hearings.

**Office of Equity and Diversity, University of Southern California, Los Angeles, CA**

June 2011 – November 2018

Serving over time as Senior Complaint Investigator, Assistant Director, Interim Director and Director, investigated complaints of discrimination and harassment based on protected-class status, including complaints of sexual harassment, sexual assault, and workplace violence, filed by faculty, staff, students and other members of University community, and determined whether or not evidence supported a finding of a University policy violation. Fully documented investigations and communicated results to appropriate individuals. Responded to attorney demand letters and requests for information from federal and state agencies. Reviewed and edited investigative reports written by OED investigators, and provided guidance and direction to OED investigators and administrative staff. Informed University community members about University policy, and discussed with them their options for seeking resolution of complaints; when appropriate, facilitated alternative resolution of complaints. Assisted in developing and modifying, as needed, internal protocols for ensuring thorough and timely investigations that were in compliance with federal and state law. In preparation for University's biannual online harassment training, reviewed third-party provider's online training courses to make sure content accurately reflected University's policies and procedures and legal obligations.

**Continuing Education of the Bar, Oakland, CA**

*Senior Legal Editor*

August 2008 – June 2011

For legal publishing company, edited publications addressing California criminal, employment, evidence and family law, and civil litigation practice. Researched cases, statutes, and regulations; updated and revised texts for substance and style. Wrote case summaries for publication in case reporters.

**U.S. Equal Employment Opportunity Commission, Phoenix, AZ and Los Angeles, CA**

*Trial Attorney*

September 2004 – February 2008

In cases filed under federal employment discrimination statutes, conducted all aspects of pre-trial litigation, including researching often-complex procedural and substantive issues; writing and responding to motions, including dispositive motions; propounding and responding to written discovery; taking and defending depositions; representing the EEOC in federal court hearings, and negotiating settlements. Drafted recommendations regarding appeals. Advised EEOC investigators. Presented at public outreach events.

**Education**

**University of Southern California Law School, Los Angeles, CA**

Juris Doctor, May 2004

**Grinnell College, Grinnell, IA**

Bachelor of Arts, English, May 1994

### **Publications**

Chapter Author, Ch. 25, "EEOC Administrative Process," *Employment Discrimination Law* (Barbara Lindemann & Paul Grossman eds., Cumulative Supplement 2008)

*Domestic Violence and Women with Disabilities: No (Accessible) Shelter from the Storm*, Southern California Review of Law and Women's Studies, June 2004. (Excerpted and reprinted in *Domestic Violence: Law, Policy, and Practice*, pp. 75-80, by Diane Kiesel, Ed., Matthew Bender & Company, Inc, 2007).

**Karey L. Krohnfeldt**  
kkrohnfeldt@grandriversolutions.com

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## **PROFESSIONAL EXPERIENCE**

### **Grand River Solutions, Inc.**

2021 – Present

#### Senior Solutions Specialist

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Expertise in the general areas in the general areas of Title IX and student conduct processes.
- Provide consulting services, including investigation and adjudication support, staff coaching, and training.
- Develop policies and procedures specific to each institution, designed to meet the prevention, response, investigation, and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture.
- Conducts Title IX investigations.
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.

### **University of Colorado, Denver | CU Anschutz Medical Campus**

#### Director & Title IX Coordinator, Office of Equity

2021

#### Co-Director, Office of Equity

2018 – 2021

Provide leadership and oversight of the University of Colorado Denver | Anschutz Medical Campus Office of Equity. The Office of Equity's mission strives to stop, prevent, and remedy discrimination, sexual misconduct, and any related retaliation; provide education, training and outreach; and design policies and procedures to make the campuses safer and more inclusive.

- Oversee resolution and response to all reports of sexual misconduct, protected class discrimination and harassment, and related misconduct.
- Provide educational programs regarding prevention of sexual misconduct and protected class discrimination and harassment.
- Identify and address any systemic problems related to complaints.
- Member of the CU Denver Equity Task Force in Fall 2020 – Spring 2021 which was charged with addressing challenges including structural barriers to hiring and promoting underrepresented faculty and staff, resulting in recommendations which were given full support by the Chancellor along with a \$4 million investment in new resources intended to move the campus toward its goal of being an exemplar equity serving institution.
- Provide guidance and advisements by interacting with all University stakeholders, students, faculty, staff and all levels of leadership with regard to the University's nondiscrimination and sexual misconduct policies and resolution processes.
- Work collaboratively and proactively with campus partners to ensure the campus climate is an inclusive, equitable, safe, and welcoming learning and working environment.
- Supervise civil rights investigatory personnel in the Office of Equity in completing impartial investigations.

- Work with other Office of Equity staff to provide, as appropriate, alternative and adaptable resolutions for allegations of less severe misconduct.
- Ensure provision of support and safety measures in accordance with University procedures.
- Support the development and delivery of training and education programs to two University campuses as it relates to discrimination and harassment, diversity, equity, and inclusion, as well as bystander intervention and ensure training needs are met.
- Member of the University's Campus Assessment Response and Evaluation Team to conduct review of cases, including providing case review, as well as coordinate appropriate responses.
- Represent the Office of Equity on various campus committees including: Ethics, Special Admissions, Conflict of Interest, and Employee Relations/Human Resources.
- Oversee the creation, maintenance, and analysis of data within the Office of Equity including the numbers and types of inquiries received by the office and cases that are adjudicated by the office to determine important trends and to prepare the office's annual reports.
- Manage departmental budget.

Associate Director & Deputy Title IX Coordinator, Office of Equity

2016 – 2018

Assisted in the direction of the University's Office of Equity.

- Responded to faculty, staff, student and visitor complaints or inquiries, including conducting formal investigations of alleged violations of Title VII and Title IX-related policies including, but not limited to, the University's nondiscrimination and sexual misconduct policies.
- Oversaw and assisted in the direction of investigations conducted by office staff.
- Designed and delivered related guidance and training.
- Coordinated with Human Resources staff, the Office of University Counsel, the Office of Diversity & Inclusion, faculty, staff, students and other stakeholders to address discrimination and harassment issues.

Employment Rights Compliance & Investigation Manager, Human Resources

2014 – 2016

- Investigated complaints of discrimination and harassment reported by faculty, staff, and students.
- Managed and administered the University's ADA Policy for faculty and staff, including responding for reasonable accommodation requests.
- Provided training to faculty and staff regarding the University's nondiscrimination and sexual misconduct policies.
- Responsible for the University's Affirmative Action Plan.

**Delany, Siegel, Zorn & Associates, Inc.**

2011 – 2014

Contract EEO Investigator

- Investigated EEO complaints filed with various federal agencies, adhering to their diverse processes to develop facts and create an evidentiary record.
- Obtained sworn testimony, prepare witness affidavits, and develop analysis according to various applicable statutes.
- Created reports containing investigative findings for federal agencies' use in the disposition of complaints.

**University of Southern California, Los Angeles**

Assistant Director, Office of Equity &amp; Diversity

2009 – 2011

Assisted in directing the operations of the University's Office of Equity & Diversity which investigates complaints by faculty, staff, students, and applicants who believe themselves to be harmed by sexual harassment or discrimination related to issues of protected class status.

- Reviewed, analyzed, and evaluated investigative plans, reports and other documents written by staff of investigators for legal and risk implications, accuracy, and completeness.
- Prepared responses to charges of discrimination on behalf of the University to external agencies such as the Department of Education's Office for Civil Rights, Equal Employment Opportunity Commission, and California's Department of Fair Employment and Housing, resulting in the dismissal of a large percentage of all complaints.
- Applied current statutes and case law, University policy and sound managerial and personnel practices in reports' analysis and findings.
- Provided supervision and oversight to team of investigators.

**Senior Complaint Investigator**

2006 – 2009

Investigated allegations of discrimination and harassment by University faculty, staff, students, and applicants.

- Conducted interviews and gathered relevant and material data.
- Prepared clear, timely and thorough reports.
- Demonstrated extensive knowledge of Title VII, California's Fair Employment and Housing Act, Title IX, ADA, ERISA, EPA, and other workplace and education regulations.

**United States Bankruptcy Court, Los Angeles**

1999 – 2005

Legal Analyst

Performed a full range of advisory services to federal judges, executive management and employees concerning appropriate procedures, judicial policies and government regulations related to adverse and disciplinary issues and other administrative policies.

- Provided guidance regarding employee misconduct, conflict of interest, grievances, EEO complaints, performance management, medical issues, leave administration, procedural questions, and legal/regulatory matters as they related to personnel.
- Investigated EEO complaints, resolving all complaints at informal stages thereby avoiding the progression of matters to either formal hearings or litigation.
- Revised and updated significant portions of the employee handbook.
- Conducted training sessions for management staff concerning best practices with regard to discrimination and harassment, performance evaluations, progressive discipline, creating written disciplinary letters, and terminations.
- Assisted supervisors/managers in making discipline and termination decisions.
- Provided counseling and mediation to managers and staff to resolve employee relations issues.
- Developed, with expert consultation from various forums, a reduction in force and successfully implemented the action in five fiscal year budget cycles.
- Administered and monitored the injury compensation program, including evaluating and coordinating reasonable accommodations.

## EDUCATION

**Whittier Law School** (Los Angeles, CA)  
Juris Doctor

**San Diego State University** (San Diego, CA)  
Bachelor of Arts, Political Science



## Katon Dalton

kdalton@grandriversolutions.com

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### Professional Experience

#### **Grand River Solutions, Inc.**

2022 – Present

##### *Senior Solutions Specialist*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Delivery of comprehensive Title IX and equity compliance and coordination.
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts Title IX investigations.

#### **San Francisco State University** (San Francisco, CA)

##### *Interim Executive Director of Equity Programs and Compliance*

2020 – 2021

- Reported directly to the VP of Student Affairs & Enrollment Management and in close consultation with University leadership; provided guidance and advising in all areas of prohibited conduct outlined in University non-discrimination policies.
- Supervised Equity Programs & Compliance staff of three full time investigators, reviewed investigative reports to ensure compliance with the Executive Orders, and provided mentorship so they can serve as Case Managers and Trainers.
- Reviewed and analyzed reports of discrimination, harassment, and retaliation to monitor trends and create educational programming, and provided actionable data to campus leadership to take corrective action.
- Revised training per Amendments to the Executive Orders, and delivered it to campus constituents in order to raise awareness of resources, rights, and options.
- In consultation with University Counsel, responded to agency requests for information and coordinated responses to discrimination related complaints.
- Absorbed duties of Equity Programs & Compliance Manager as needed.

##### *Equity Programs and Compliance Manager*

2014 – 2020; 2021

- Reported directly to the VP of Student Affairs & Enrollment Management and Title IX Coordinator; and in close consultation with University leadership, developed, implemented, and coordinated campus-based strategic efforts aimed at the prevention of sexual misconduct and other forms of sex and/or gender-based discrimination.
- Senior Deputy Title IX Coordinator and Discrimination, Harassment, and Retaliation Administrator for Students. Provided ongoing consultation to the Title IX Coordinator, and day-to-day monitoring of Title IX compliance efforts and assistance as needed.

- Collaborated across all campus-based divisions and programs (e.g., Academic Affairs, Athletics, Faculty Affairs, General Counsel, Housing, Human Resources, Student Affairs, University Police, etc.) to ensure implementation of applicable CSU policies and procedures.
- Engaged in partnerships to coordinate systemic policy, programmatic, and procedural initiatives to promote an inclusive, equitable workplace and learning environment for all individuals, regardless of identity and background as well as reduce the incidence/prevalence of discrimination, harassment, and retaliation.
- Conducted student, employee, and third party-related investigations in a timely manner and in accordance with all applicable state laws, federal regulations, and CSU Executive Orders.
- Provided day-to-day supervision to four full time Title IX/DHR Investigators, and day-to-day supervision to the Equity Programs and Compliance Assistant Manager.
- Developed and provided Title IX/DHR training to campus constituents (e.g., Office of International Programs; University Police Department; College Deans; Department Leadership; etc.)
- Coordinated with CSU Learning and Development annual sexual violence prevention training for all employees through CSU Learn; coordinated with Health Promotions & Wellness annual sexual violence prevention training for new and continuing students through online module; and coordinated annual CSU training for Title IX Investigators hosted by SF State in 2014, 2015, 2016, and 2017.
- Maintained the Title IX Drupal website: [Promoting Gender Equity & Preventing Sexual Harassment/Sexual Violence](#).
- Maxient Administrator for online [Title IX/DHR Incident Reporting](#).

*Employee Relations/Training and Compliance Manager*

2011 – 2014

- Primary resource person on workplace discrimination and sexual or other harassment. Received, investigated, and responded to internal complaints and charges of discrimination, hostile work environment, harassment, and retaliation.
- Conducted regulatory training on Title VII issues and served as the unit's EEO liaison. Responded to staff EEOC/DFEH complaints and attended mediation or alternative dispute resolution.
- Coordinated and monitored the annual performance evaluation process in accordance with the collective bargaining agreements.
- Coordinated, tracked, and monitored compliance training programs in employment-related areas.
- Trained managers and supervisors in effective performance improvement, feedback, and coaching.

## Education

**University of San Francisco Law School** (San Francisco, CA)

2010

*Juris Doctor*

- ABA-BNA Award for Excellence in the Study of Labor and Employment
- Public Interest Law Certificate
- Employment Discrimination Clinic - Represented clients in EEOC mediations, trained to represent clients in wage and hour cases in front of the labor commission, and trained to teach employment discrimination to high school students. (January – May 2010)
- Legal Extern to Chief Administrative Law Judge and Executive & Legal Affairs Secretary, California Fair Employment & Housing Commission. (February – December 2009)
- Legal Intern at the U.S. Equal Employment Opportunity Commission - Interviewed charging parties, drafted memos on cases for investigators, conducted legal research for attorneys, and attended depositions, hearings, mediations, and trainings. (February – August 2008)

**San Francisco State University** (San Francisco, CA)

*Master of Arts, International Relations*

2007

*Bachelor of Arts, International Relations*

2004

## Kelly Gallagher

kgallagher@grandriversolutions.com

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### Professional Experience

#### **Grand River Solutions, Inc.**

2020 – Present

##### *Senior Solutions Specialist*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Serves as an expert in the general areas of Title IX and student conduct processes, with a focus on institutional systems and structures and the associated implications on reporting and response processes.
- Provides staff coaching, and training.
- Conducts investigations, serves as Hearing Officer.
- Partner or support organizations through program reviews including response to high-profile issues or public scrutiny.
- Develops policies and procedures specific to each institution, designed to meet the prevention, response, investigation, and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture.

#### **Columbia University (New York, NY)**

2012 – 2020

##### *Interim Project Manager to Associate Vice President, Title IX Coordinator*

2020

- Led the University's strategic and operational response to the federal government's massive overhaul to Title IX regulations, including the development of policy and procedures, updates to training requirements, and stakeholder communication.

##### *Senior Director/Deputy to Associate Vice President Student Conduct and Community Standards*

2015 – 2020

##### *Interim Associate Vice President Student Conduct and Community Standards*

2019 – 2020

##### *Senior Associate Director Office of Judicial Affairs and Community Standards*

2014 – 2015

##### *Associate Director Office of Judicial Affairs and Community Standards*

2012 – 2014

- Established and led the department that develops, interprets, and applies policies related to compliance, ethics and conduct covering the entire faculty, staff, and student population of Columbia University, numbering over 55,000; produced the department's first-ever culture, strategic, and marketing plans.
- Developed and implemented a new performance evaluation system that optimized the professional output of Columbia University's department of Student Conduct and Community Standards.
- Led the execution of over 50 complex projects that emphasized operational stability and transparency.
- Co-created the strategic plan and related policies that formed the basis of Columbia University's response to gender-based misconduct, adeptly addressing a high-profile issue and positioning the organization as an institutional leader in tackling sex- and gender-based harassment.

- Developed the University's first-ever comprehensive set of standards for overall academic and behavioral standards, transitioning the culture from an honor-based approach to clear expectations and standards of conduct.
- Negotiated and concluded contracts with colleges at Columbia University to outline the scope of the department's decision-making authority, data policy, and funding allocations.
- Architected and oversaw a university-wide reporting process and mechanism that processes over 5,000 reports per year.

**The New School** (New York, NY)

2009 – 2012

*Residence Director, Department of Housing and Residence Life*

- Led operational planning and management in launching a new 630-unit student housing complex at The New School.

**Quinnipiac University** (Hamden, CT)

2007 – 2009

*Residence Director*

- Created a social purpose-driven programming model that was adopted organization-wide at Quinnipiac University

**Professional Profile****Policy Development | Interpretation**

Create broad-ranging policies and procedures and ensure appropriate application, compliance, and enforcement across large and diverse organizational frameworks.

Project Leadership: spearhead complex projects in the realms of policy, process, digital, and programming.

**Team Leadership | Collaboration**

Led up to 12 direct reports and collaborate cross-functionally with senior leadership across a matrix of 17 operating divisions and 6 service organizations; serve as the primary resource for conflict resolution and crisis management for all organizational top leadership and their executive teams.

**Strategic Planning**

Formulate clear execution roadmaps, incorporating communications, marketing, human resources, finance, and organizational development principles, in order to successfully deliver on initiative mission and vision.

**Operations Management**

Devise systems and processes that drive effective functioning of all organizational elements.

**Negotiation | Mediation | Dispute Resolution**

Expertly mediate conflicts, negotiate MOUs and other contractual or policy parameters and resolve disputes between operating units to restore and maintain operational integrity.

**Communications**

Present to large audiences of up to 1,000+; deliver findings emanating from dispute resolution processes; and draft various communication vehicles for senior leadership.

Fiscal Oversight: oversee annual operating and personnel budgets in excess of \$1.5 million.

**Education****Columbia University** (New York, NY)

2018

*Master of Business Administration (MBA)*



**University of South Carolina** (Columbia, SC)

2007

*Master of Education (MEd) in Higher Education and Student Affairs*

**Syracuse University** (Syracuse, NY)

2005

*Bachelor of Arts in Sociology, cum laude*

**Kelly Whitney**  
kelly@grandriversolutions.com

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### **PROFESSIONAL EXPERIENCE**

**GRAND RIVER SOLUTIONS, INC., SARATOGA, CA** 2019 – Present

Senior Solutions Specialist

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts Title IX investigations.
- Specializes in interviewing students with intellectual or processing disabilities.

**WHITNEY INVESTIGATIONS, EL CERRITO, CA** 1999 – 2019

Owner-operator of private investigations firm specializing in trauma informed interviews of victims, witnesses and defendants, report writing, and trial preparation. In addition to higher education/ Title IX and workplace investigations, my experience includes Capital Murder cases, wrongful incarceration, appellate work, high-profile criminal and civil cases in state and federal courts.

**HOWARD STREET INVESTIGATIONS, SAN FRANCISCO, CA** 1995 – 1999

Criminal, civil, and environmental investigations, including but not limited to interviews, court research, trial preparation report writing and photography.

**BACKTRACK UNLIMITED, HUNTINGTON BEACH, CA** 1992 – 1995

Trained in and conducted all facets of civil investigations, including sexual harassment, personal injury, products liability, and accident investigations throughout Southern California.

### **SKILLS**

I am accustomed to dealing with the pressures of report and court deadlines and possess the ability to multi-task and the tenacity required to deal with uncooperative parties. I give strong attention to detail, which is reflected in my thorough and accurate record keeping, report writing and testifying.

### **ADDITIONAL EXPERIENCE**

Guest-lecturer on matters related to investigator and Attorney relations at *Golden Gate Law School* and *USF Law Clinic* • Court-Appointed Special Advocate (CASA) for Alameda County foster children • Writer Coach (*Writers Alliance*) tutoring El Cerrito middle schoolers • Designed and taught an after- school class, *Junior Detectives*, for elementary school children • Assistant Editor- *Hull Speed* • I am a parent, a foster parent, and an active community volunteer.

### **EDUCATION**

**UNIVERSITY OF CALIFORNIA, IRVINE, CA** 1992  
BA, SOCIAL ECOLOGY

**Kevin Lineberger**  
kevin@grandriversolutions.com

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**Professional Experience**

**Grand River Solutions, Inc.**  
*Solutions Specialist*

June 2020 – Present

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Research developments in state and federal law relating to Title IX and equity issues.
- Supports organizations through program reviews including response to high-profile issues or public scrutiny.
- Develops policies and procedures specific to an institution, designed to meet the prevention, response, investigation, and adjudication needs of the institution, bringing into balance each institution's unique values, mission and culture.
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts Title IX investigations
- Serves as a Title IX advisor during live hearings.

**Campus Legal Advisor**  
*Co-Editor*

June 2020 – Present

Serves on the editorial board of Campus Legal Advisor which features the latest legal developments and innovative practices for every aspect of campus administration and campus life.

**Stetson College of Law Diversity Initiatives**  
**St. Petersburg, FL**

January 2020 – April 2020

*Research Assistant*

Evaluating Stetson Law's pipeline initiatives in policy and application by researching national reports, institutional statistics, and national efforts towards diversity, inclusion, and equity.

**Equal Employment Opportunity Commission (EEOC)**  
**Tampa, FL**

January 2020 – April 2020

*Legal Intern*

Assisted EEOC investigators by creating questions for on-site interviews of respondents, witnesses, and charging parties to meet the standards of workplace discrimination under the ADA, Title VII, and the ADEA. Drafted legal memorandums for EEOC attorneys on the existence and aspects of cases' qualifying criteria for workplace discrimination.

**Stetson University College of Law's Center for Excellence  
in Higher Education Law and Policy**  
**St. Petersburg, FL**

June 2019 – May 2020

*Center Volunteer*



Researched topics in higher education including recent developments in Title IX, Due Process, and equity issues. Support in planning and arranging presenters, organizing marketing strategies, and registering attendees for the Stetson Law's National Conference on Law and Higher Education.

**Gulf Coast Legal Services**

June 2018 – July 2019

**St. Petersburg, FL**

*Legal Aid Volunteer*

Worked with prospective clients by conducting in person interviews, assessing the legal significance of the facts presented, and completing new client intakes. Conducted follow up interviews and case updates as new evidence emerged in the course of representation.

**Education**

**Stetson University College of Law**

May 2020

**Gulfport, FL**

*Juris Doctor with Certificate of Concentration in Social Justice Advocacy*

Activities: Editor in Chief, *Stetson Journal of Advocacy and the Law*  
Research Editor, *Stetson Law Review*

**University of North Georgia**

May 2017

**Dahlonega, GA**

*Bachelor of Science, Criminal Justice*

Activities: Co-Founder of the UNG Dodgeball Club

**Publications**

Kevin Lineberger & Alisha Nair, *The Special Advocate*, 6 Stetson J. Advoc. & L. 121 (2019).

Kevin Lineberger, *Felon Voting: The Call for an Australian Compromise*, 41 Mitchell Hamline Law Journal of Public Policy and Practice 21 (2020).

**LaNell Kay Shirley**  
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**Professional Experience**

**Grand River Solutions, Inc.**

January 2019 – Present

*Senior Solutions Specialist*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts Title IX investigations.
- Serves as an appeals officer.

**University of Southern California (USC)**

June 2017 – January 2019

*Senior Investigator*

- Assist the USC Office of Equity and Diversity (OED) with fulfilling its Title IX and Title VII compliance efforts and obligations.
- Receive complaints of protected class discrimination and harassment and related retaliation.
- Conduct investigations of complaints received pursuant to Title IX and Title VII under the applicable USC policies and Faculty Handbook and ensure a fair, thorough, and timely process for all parties.
- Assist in monitoring of University policy in relation to Title VII and Title IX guidance and developments and develop internal investigation procedures for staff and faculty population.
- Provide Title VII material and prevention education content to staff and faculty.

**University of California Los Angeles (UCLA)**

September 2014 – June 2017

*Complaint Resolution Officer/Title IX Investigator*

- Assist the UCLA Title IX Office with fulfilling its Title IX compliance efforts and obligations.
- Receive complaints of sexual harassment, gender-related violence, including stalking and dating violence, and protected class discrimination and harassment and related retaliation.
- Conduct investigations of complaints received pursuant to Title IX under the UC Policy on Sexual Violence & Sexual Harassment and ensure a fair, thorough, and timely process for all parties.
- Assist in monitoring of University policy in relation to Title IX guidance and developments and develop internal investigation procedures for student and faculty population.
- Provide Title IX material and prevention education content to student, staff, and faculty.

**Salt River Pima-Maricopa Indian Community  
Legal Services (SRPMIC), Scottsdale, AZ**

October 2012 – September 2014

*Staff Attorney*

- Provided legal services and representation to tribal members of the SRPMIC through tasks such as in-court appearances, assisting with litigation, interviewing clients, advising, and counseling clients as to legal rights and options, conducting necessary legal research,

negotiating, and communicating with opposing counsel/parties, and drafting legal correspondence/pleadings.

- Practiced within the state of Arizona and SRPMIC Tribal Court with a focus on the areas of civil and family law, including practice as a Guardian ad Litem for juvenile and incapacitated adult cases.

**The National Center for American Indian Enterprise  
Development & Red Note, Inc. (NCAIED), Phoenix, AZ**

February 2010 – October 2012

*Intern/Communications Coordinator*

- Drafted and edited press releases and articles for publication to various news outlets.
- Organized, coordinated, and assisted with successful execution of various major NCAIED events, including the National Reservation Economic Summit (RES) and Regional RES events.
- Acted as liaison between NCAIED and multiple Tribal Nations and organizations.

**Salt River Pima-Maricopa Indian Community  
Legal Services (SRPMIC), Scottsdale, AZ**

2010 – July 2012

*Law Clerk*

- Researched and drafted legal memoranda verifying various questions of fact, points of law, or cross-references from other tribal or state jurisdictions for inclusion in the Salt River Pima Maricopa Indian Community (SRPMIC) Tribal Code.
- Assisted with editing Tribal Code for spelling, grammatical, and referencing errors and incorporated Tribal Council suggestions into Code.

**The National Indian Gaming Association (NIGA), Phoenix, AZ**

2008 - July 2012

*Press Information Intern*

- Drafted and edited press releases and articles for publication to various news outlets.
- Assisted tribal leaders with speech writing for national American Indian events.

**Education**

**Arizona State University Sandra Day O'Connor College of Law, Tempe, AZ**

May 2012

*J.D. & Federal Indian Law Certificate*

Honors: Yates Scholarship

Navajo Nation Scholarship

American Indian Graduate Center Scholarship

Native American Bar Association (AZ) Scholarship: Fall 2010 & Spring 2012

Activities: Native American Law Students Association

Women's Law Student Association

**Arizona State University, Tempe, AZ**

May 2006

*B.A. English and Political Science*

G.P.A. 3.73 *magna cum laude*

Honors: Dean's List (8 semesters)

Navajo Nation Chief Manuelito Scholar

ASU Buzz Sands Scholarship

Activities: Associated Students of Arizona State University West, Student Senator

Native American Student Organization

**Admissions**

**Arizona State Bar**  
2013

**U.S. District Court for the State of Arizona**  
2014

**MARTHA K. COMPTON**  
mcompton@grandriversolutions.com

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**PROFESSIONAL EXPERIENCE**

**Grand River Solutions, Inc.**

*January 2021 – Present*

**Director of Strategic Partnerships and Client Relations**

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Expertise in the general areas of Title IX, equity, and student conduct processes, with a focus on institutional systems and structures and the associated implications on reporting and response processes.
- Provide consulting services, including investigation and adjudication support, staff coaching, and training.
- Partner or support organizations through program reviews including response to high-profile issues or public scrutiny.
- Develop policies and procedures specific to an institution.
- Identify strengths and limitations of current institutional programming, policy, and processes, while assisting in the development and creation of programming and policy designed to both meet and exceed regulatory demands and campus community expectations and needs.
- Development and facilitation of training solutions.

**Concordia University Texas – Austin, Texas**

*January 2019 – November 2020*

**Dean of Students and Deputy Title IX Coordinator**

- Advocate for students in all aspects of decision-making at the university.
- Provide leadership for key student affairs areas, including student conduct, behavior intervention and support, Title IX, residence life, student activities, counseling, first year and transition programs, and parent and family programs.
- Support student success by assisting students in accessing services and resources related to academic success, mental health, wellness, interpersonal relationships, basic needs, finances, and social adjustment.
- Chair the university's Behavior Intervention and Support Team, providing direction and oversight to the university's approach to threat assessment and responding to students of concern.
- Provide crisis and emergency support, including serving in the after-hours on-call duty rotation.
- Serve as the university's Chief Conduct Officer and Custodian of Conduct Records.
- Assist with the execution of institutional strategic initiatives associated with strengthening diversity and inclusion, including assisting with the Diversity and Inclusion Campus Climate Response Team.
- Provide leadership to the Student Affairs team in absence of the Vice President.
- Oversee the development, review, and revision of policies, processes, and protocols related to student life.
- Coordinate the Title IX Education and Training Plan while serving on the Title IX Lead Team and as a Title IX investigator.
- Collaborate effectively with other institutional departments, offices, and units as well as community resources.
- Assist with overall development and management of Student Affairs budgets.

**Ohio University - Athens, Ohio**

*May 2013 – December 2018*

**Director, Community Standards and Student Responsibility**

- Direct the overall administration of the student conduct system, including serving as the university's Chief Conduct Officer and Custodian of Conduct Records.
- Provide leadership of the Office, including direct supervision of an associate director, two

assistant directors, two administrative staff, and two graduate assistants, as well as indirect supervision of 30 hearing officers in Housing and Residence Life.

- Generate reports in order to meet compliance requirements (Title IX, Clery, Biennial Report, etc.) as well as to analyze trends in student behavior.
- Oversee the recruitment, selection, training, and service of 50 University Hearing Board members.
- Manage all aspects of \$412,000 annual operating budget; prepare, submit, and defend budget requests as needed.
- Use Maxient and PeopleSoft (amongst other programs) in order to track student data and for case management purposes; Level 5 Maxient user.
- Contribute to the overall administration of the division of student affairs as a member of the division's leadership team.
- Represent the department and division to internal constituents and stakeholders including students, faculty, staff, university police, and university shared governance.
- Represent the university and department to external constituents and stakeholders including parents, community members, city offices, city police, prosecutor's office, and local judges.

*Major Accomplishments as Director of Community Standards and Student Responsibility:*

- Selected to lead the division's Strategic Planning Committee, focused on implementing the division's breakthrough objectives related to equity and social justice.
- Completed the first significant revision of the Student Code of Conduct in over 40 years and established a biennial review process.
- Primary author of the institution's current sexual misconduct student resolution process.
- Successfully advocated to increase funding by 34% and staffing by 1.5 FTE (33% staffing increase).
- In collaboration with campus partners, created an award-winning educational program combining outdoor education with alcohol intervention.
- Spent 2017-2018 as Interim Assistant Dean of Students, coordinating the Division of Student Affairs staff development efforts related to social justice development and education; participating in on-call duty and crisis response, including managing a student death; represented the Dean of Students in her absence, including speaking to over 2,000 new students and their families during Bobcat Student Orientation.

**The University of Texas at Austin** - Austin, Texas

February 2007 – May 2013

**Associate Director and Coordinator of Academic Integrity,  
Student Judicial Services**

July 2010 – May 2013

- Provided primary oversight regarding intake, assignment, and adjudication of approximately 300 academic integrity cases per year.
- Supervised two student conduct specialists and two graduate assistants.
- Assisted associate dean with coordination and completion of department's assessment and risk management plans; participated in the behavioral assessment team as needed.
- Oversaw the university's referral, investigation, and resolution process for all student organization misconduct; coordinated and provided leadership and training to the investigation team, consisting of approximately 30 professional staff members from a number of departments across campus.
- Served as liaison to the university's large study abroad program, developing policies and procedures for conduct issues that occur abroad, conducting annual training of faculty, and assisting with risk-management related to student participation in programs.
- Maintained responsibility for all duties performed in the Assistant Director role.

*Major Accomplishments as Associate Director, Student Judicial Services:*

- Successfully transitioned and integrated the student organization disciplinary process into

Student Judicial Services from another operational area.

- Developed the department's initial set of procedures and protocols specifically related to adjudicating Title IX issues.

**Assistant Director, Student Judicial Services**

*February 2007 – June 2010*

- Interpreted and reviewed university rules, regulations, and policies related to student discipline, in accordance with *Regent's Rules*
- Managed a personal caseload of approximately 200 student conduct cases per year, including the full range of offenses covered by the *Institutional Rules on Student Services and Activities* and resolved cases with sanctions ranging up to and including expulsion.
- Served as member of emergency duty team and assisted in various student emergencies, such as medical and mental health situations, natural disasters, and student death.
- Served as liaison for university faculty and staff on approach, resolution, and process-related matters pertaining to student discipline; conducted trainings on academic integrity and the discipline process for classes and academic department.

**North Carolina State University – Raleigh, North Carolina**

*November 2000 – February 2007*

**Assistant Director, Office of Student Conduct**

- Conducted disciplinary conferences and administrative hearings; determined student responsibility and appropriate sanctions.
- Reviewed all incoming Campus Appearance Tickets, Administrative Memorandums, and Report of an Academic Integrity Violation Forms to determine the appropriate office and mechanism to be used to resolve the outstanding charges.
- Maintained university's judicial database and trained all new staff (student conduct, university housing, and registration and records) as to its use.
- Collected data in accordance with the Clery Act and prepared reports for board of trustees, athletics, and student affairs division.
- Served as primary liaison with university housing, conducted trainings for residence hall staff, advised on policy and procedure, and consulted on relevant cases.

**Appalachian State University - Boone, North Carolina**

*July 1998 – May 2000*

**Resident Director, Housing and Residence Life**

- Selected, trained, supervised, and evaluated four resident assistants with on-site supervision of security assistants in a 172-bed university residence hall.
- Counseled students with personal and academic concerns, as well as served in crisis management duty rotation for an area of 2,200 resident students.
- Interpreted and enforced university policies and conducted discipline meetings within the residence life intervention system.
- Advised in-hall student government and oversaw programming budget for the residence hall.

**TEACHING, FACILITATION, AND CURRICULUM DEVELOPMENT EXPERIENCE**

**Concordia University Texas**

*August 2019 – November 2020*

**Adjunct Faculty, LDR 2116 – Student Leadership Practicum**

- Instruct practicum course for student members of the university's Student Government and Leadership Association with an instructional focus on shared governance structures and leadership theory.

**Association for Student Conduct Administration  
Faculty, Gehring Academy**

*Summers 2016 & 2017; Track Coord., 2018*



- Selected to serve as a faculty member for the Gehring Academy, ASCA's premier educational event.
- Develop and deliver curriculum related to the Director and Aspiring Director track, including supervision, compliance, institutional politics, cultural competency, and policy development and interpretation for approximately 70 people over four days.

#### **Higher Education Ohio University**

*Spring 2017*

##### **Teaching Assistant, EDHE 7210 – Introduction to Diversity in American Higher Education**

- TA for graduate level course, responsible for assisting faculty as well maintaining and updating course Blackboard site.
- Responsible for developing and delivering curriculum for four three-hour class sessions, including all readings, assignments, and activities.

#### **Association for Student Conduct Administration**

*April 2016 – November 2016*

##### **Facilitation and Planning Teams, Sexual Misconduct Institute**

- Served on a six-person team to plan the second ASCA institute, focused on sexual misconduct.
- Selected to serve as a facilitator for the Institute, co-presenting the curriculum to a group of 50 participants over four days.

#### **Association for Student Conduct Administration**

*August 2015 – April 2016*

##### **Curriculum Writing Team, Sexual Misconduct Institute**

- Selected as part of a five-person team to develop and write curriculum for inaugural Association for Student Conduct Association (ASCA) Title IX & Student Conduct Institute.
- Designed curriculum to provide theoretical and legal knowledge, and opportunities for participants to practice responses to various sexual misconduct scenarios.

#### **The University of Texas at Austin**

*Fall 2011*

##### **Co-Instructor, EDP 369 K – Training Processes in Intergroup Dialogue**

- Co-taught three credit hour class for 15 undergraduate students designed to provide the foundational skills and knowledge needed to facilitate multicultural group interactions, particularly intergroup dialogues.
- Topics included: basic group facilitation skills; social identity and group development; prejudice and stereotyping; privilege and oppression; intergroup communication; conflict intervention; and community building techniques.

#### **McCombs School of Business, The University of Texas at Austin**

*January 2009*

##### **Cluster Facilitator, Leadershape Institute**

- Served as bridge between learning community and application in the “family cluster” of 10 students.
- Facilitated selected components of the curriculum, guided group discussions, challenged assumptions, and encouraged reflection and feedback.

### **CURRENT PROFESSIONAL AFFILIATIONS AND INVOLVEMENT**

#### **Association for Student Conduct Administration (ASCA)**

*2001 – Present*

- Board of Directors – Past-President *2021 – Present*
- Board of Directors – President *2020 – 2021*
- Board of Directors – President-Elect *2019 – 2020*
- Board of Directors – Director of Education *2017 – 2019*
- Ohio State Coordinator *2013 – 2016*
- Awards Committee – Chair *2009 – 2012*



<b>Student Affairs Administrators in Higher Education (NASPA)</b>	2014 – Present
▪ 2020 Conference Planning Team, Local Arrangements Committee	2019 – 2020
▪ Excellence Awards	
▪ Co-Chair	2019 – Present
▪ Area Award Chair, Violence Education	2016 – 2019

### **PUBLICATIONS**

Compton, M.K. (2015). Going All-In to Make Your New Place a Home. In J. Batt (Ed.), *Trust the Process: When and How to Move for Your Student Affairs Career*. New York, NY: Student Affairs Collective

### **SELECTED PRESENTATIONS**

Compton, M., Curran, R., and Taylor, B. (2019, February). *Navigating the #MeToo Movement in Student Affairs*. Presentation at the Association for Student Conduct Administration annual conference.

Compton, M. (2018, January). *Student Perspectives on Campus Speech*. Presentation at the Ohio College Personnel Association Annual Conference.

Compton, M. and Meek, T. (2016, July). *Working with Your Local Prosecutor*. Invited presentation at the Ohio meeting of the International Town Gown Association.

Compton, M. (2016, October). *Trauma Informed Practice*. Keynote at the Ohio Association for Student Conduct Administration annual drive-in conference.

Compton, M. and Creeley, W. (2016, February). *Two Perspectives on FIRE's Stand Up for Speech Project*. Presentation at the Association for Student Conduct Administration annual conference.

Compton M., Alston, R., and Thibodeaux, J. (2016, February). *Secondary Trauma, Self-Care, and Student Conduct Practice*.  
Presentation at the Association for Student Conduct Administration annual conference.

Compton, M., Cook, J., and Frambo, R. (2015, December). *Campus Administration of Title IX Incidents*. Invited presentation at the Title IX Investigation and Adjudication Seminar sponsored by Ohio Attorney General Mike DeWine.

Hill, L. and Compton, M. (2010, February). *Violence Prevention: Answering the Call*. Presentation at Southwest Association of College & University Housing Officers annual conference.

Compton, M. and Olszewska, M. (2004, October). *She Said, She Said – Same Gender Sexual Assault & Domestic Violence*. Invited Presentation at the Training & Technical Institute sponsored by the U.S. Department of Justice.

### **EDUCATION**

**Master of Arts, Student Development** May 2000  
*Appalachian State University – Boone, North Carolina*

**Bachelor of Arts, English (Psychology minor)** May 1998  
*Keene State College – Keene, New Hampshire*

## Pari Le Golchehreh

parig@grandriversolutions.com

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### Professional Experience

**Grand River Solutions, Inc.** 2022 – Present

*Senior Solutions Specialist*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Delivery of comprehensive Title IX and equity compliance and coordination.
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students.
- Conducts Title IX investigations.

**California Institute of Technology (Pasadena, CA)** 2021 – 2022

*Lead Investigator, Equity and Title IX Office*

- Investigation and Response - Conducted prompt, thorough, impartial and equitable investigations of prohibited conduct. Identified and gathered evidence, while maintaining accurate, confidential, and complete records. Conducted meetings with participants in a sensitive and respectful manner. Assessed, analyzed, and developed investigation plans.
- Case Management and Assessment – Responded to inquiries as received by the Equity and Title IX Office. Conducted preliminary assessments for AVP to evaluate.
- Outreach and Education – Assisted AVP in developing and providing comprehensive training and education on Title VII and Title IX policies and procedures to faculty, staff, and students. Represented the Equity and Title IX Office at campus and community events, meetings, workshops. Developed training materials working with campus partners to promote educational programs. Aided and informed staff, faculty, and students about the Institute's policies on non-discrimination and Title IX.

**San Francisco State University (San Francisco, CA)** 2018 – 2021

*Title IX/DHR Investigator and Case Manager*

- Investigated allegations of Sexual Misconduct, Discrimination, Harassment, and Retaliation (DHR) on the basis of a protected status, in accordance with best practices in civil rights investigations.
- Completed comprehension of applicable CSU policies and procedures, and professional principles of due process and ethical decision-making.
- Conducted investigations involving students, employees, or 3rd parties.
- Conducted investigations in a trauma-informed manner and incorporated applicable student development and learning goals in the investigative process when students

were involved as either complainants or respondents.

- Analyzed and synthesized data, statements, and documentary evidence in a cohesive and comprehensible report.
- Authored Investigative Reports under several differing models in compliance with multiple Executive Order Policies.
- Conducted intake meetings with alleged complainants and made determinations on validity of claims.
- Worked with Campus Partners and Department leads to coordinate supportive measures, referrals, etc.
- Case Management by and through the Maxient reporting platform.
- Collaborated with multiple campus organizations and departments to deliver up-to-date and relevant training programs for campus community.
- Authored and presented training modules, workshops, and annual training requirements for the student body.
- Clery Compliance Committee Member
- Sexual Violence Prevention Collaborative Steering Committee Member

### **Security Intelligence Specialist (Burlingame, CA)**

*Director of Compliance and Relations*

2017 – 2018

- Authored contract agreements and employee agreements.
- Ensured licensing and insurance policies were up to date and delivered to each client for records.
- Remained informed and aware of the civil, business, and labor codes of California and any changes which may affect the company and ensured compliance.
- Interviewed employees, clients, and patrons, as well as collected evidence, when an incident arose at any particular venue/property.
- Authored reports based on the investigations regarding incidents.
- Employee Compliance reviews to ensure all employees were properly trained and licensed.
- Conducted investigations of employee disputes, employment agreement violations, and client complaints.
- Built, managed, and directed training modules.
- Participated in weekly meetings with Directors and C.E.O.
- Authored reports for C.E.O. to review regarding the current policies and procedures, analyzed the effectiveness, and made recommendations.
- Authored Position Descriptions for multiple company units.

*Controller*

2012 – 2017

- Liaison between CEO and account managers.
- Efficiently, accurately, and effectively generated nearly 30 pay out schedules under tight time constraints.
- Created annual income reports of all venues/clients for Chief Executive Officer.

- Evaluated profits and losses to create plan for increasing profits and minimizing losses.
- Checked reconciliation for entire company via QuickBooks.

**Beche Expert Services (Silicon Valley, CA)**

2016 – 2017

*Sales/Case Manager/Case Researcher*

- Conducted cold calls to IP attorneys.
- Successfully engaged firms in multiple expert witness searches.
- Recruited, interviewed/vetted prospective expert witnesses for patent litigation ranging from, but not limited to, bioengineering, pharmacology, electrical engineering, and technical engineering.
- Maintained multiple active cases.
- Updated company CRM with daily activities.
- Researched patent cases for lead generation.
- Generated spreadsheet to enhance expert matching to particular patent technology.
- Recorded expert billable hours using Harvest.

**The Michael Law Firm (San Francisco, CA)**

2008 – 2012

*Paralegal/Office Manager*

- Drafted and edited complaints, demand letters, pleadings, and correspondences.
- Drafted and edited propounded and responsive discovery for review by lead attorney.
- Case management, such as, but not limited to, adding to and editing case To-Do list, handling of case timeline, and filing.
- Office management, including but not limited to office supply orders, cleaning, and computer system updating.
- Liaison between clients and solo practitioner.
- Created and implemented successful marketing plan to bring in more clientele.

**Sterling and Clack (San Francisco, CA)**

2008

*Executive Legal Secretary*

- Drafted memorandums of law, pleadings, and legal correspondence.
- Managed organization of all open and closed files pertaining to cases.
- Updated all indexes and logs related to legal research, authorities, and forms.
- Managed a multi-line telephone system and the firm's email.
- Drafted all correspondences for the Partner via dictation
- Created a system for filing all depositions now used by firm
- Provided administrative support as needed.

### Education and Certifications

<b>Northern California Mediation Center</b> (Mill Valley, CA) <i>Family Mediation Certification</i>	2015
<b>San Francisco Bar Association</b> (San Francisco, CA) <i>General Mediation Certification</i>	2014
<b>San Francisco Law School</b> (San Francisco, CA) <i>Jurisprudence Doctorate</i>	2011
<b>Sonoma State University</b> (Rohnert Park, CA) <i>Bachelor's Degree, Philosophy</i>	2006
<b>College of Marin</b> (Kentfield, CA) <i>Associate's Degree, Social Sciences</i>	2004

### Memberships and Activities

- Action Collaborative Working Group Representative, National Academies of Science, Engineering, and Medicine
- Committee Member, Sexual Violence Prevention Collaborative, San Francisco State University (current)
- Safe Zone Ally, Ally to the LGBTQI+ community at San Francisco State University (current)
- UndocuAlly, Ally to undocumented students at San Francisco State University (current)
- Member, NASPA Organization of Student Affairs Administrators in Higher Education (current)
- Committee Member, Clery Compliance Team (current)
- Volunteer, A.C.C.E.S.S. (2009 – 2010)
- Historian, San Francisco Law School Student Body Association (2008 – 2010)
- Fundraiser Chair, Delta Theta Phi Law Fraternity (2007 – 2010)
- Court Appointed Special Advocate, Marin Child Advocates (2005 – 2007)

### Language Skills

- Fluent in Vietnamese

**Tera Johnson**

tjohnson@grandriversolutions.com

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**PROFESSIONAL EXPERIENCE****Grand River Solutions, Inc.**

March 2021 – Present

*Senior Solutions Specialist*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, and Clery compliance.

- Expertise in Title IX, equity, and student conduct processes
- Conducts investigations of sexual harassment and assault, protected class-based discrimination, and retaliation claims involving faculty, staff, and students
- Conducts Title IX investigations
- Serves as a Title IX advisor during live hearings
- Serves as a Title IX hearing chair

**Notre Dame College**

July 2009 – February 2021

**South Euclid, OH***Dean of Students*

July 2017 – February 2021

Reports to the President of the College; supervision experience has included the Assistant Dean, Residence Life, Student Conduct, TRiO Student Support Services, FirstGen Center, Counseling, Campus Ministry, Performing Arts, Café, Student Engagement, Dance & Cheer teams.

- Provide staff supervision, training/development, and overall leadership to the team
- Manages a budget of \$1,000,000+
- Assist in creating a campus culture that promotes academic success and personal development of all students
- Lead crisis response efforts for the campus as issues arise
- Provide leadership for the College by serving on the President's cabinet

*Title IX Coordinator*

August 2016 – February 2021

Reports to the President of the College; oversees the administration of the College's sexual misconduct policy and procedures.

- Oversee the College's Title IX team; provide investigators and hearing board members with training opportunities; coordinate investigations, responses, and resolutions to complaints
- Administer climate survey, assess results, and implement changes/programming accordingly
- Rewrote the College's Title IX policy and procedures to align with appropriate standards and requirements as well as with the institutional mission; annually review policy and update as necessary

*Assistant Dean of Students*

July 2015 – June 2017

Reported to the Dean of Students; supervised the Director of Residence Life and the Coordinator of Student Engagement; managed the College's conduct process.

- Served as the case manager for alleged violations of the Student Code of Conduct including case distribution, tracking cases, and sanctions; preparing information for the annual Clery report; issuing no contact directives and interim suspensions as necessary; and facilitating all cases heard by the faculty/staff/student hearing board
- Facilitated trainings for faculty, staff, and students wishing to serve as individual hearing officers and hearing board members
- Assessed, evaluated, and rewrote the College's Student Code of Conduct to align with national standards as well as with the institutional mission

- Facilitated department-wide strategic planning sessions to align with the criteria set forth by the Higher Learning Commission
- Mentored the Vice President of Responsibility for Undergraduate Student Government to facilitate student community promoting personal responsibility through programs and trainings

*Deputy Title IX Coordinator*

July 2015 – July 2016

Reported to the Title IX Coordinator.

- Investigated allegations of sexual misconduct, provided information about College processes and resources, and prepared reports for the Title IX Coordinator.

*Director of Residence Life & Student Conduct*

July 2013 – June 2015

Reported to the Dean of Students; supervised the Assistant Director of Residence Life; oversaw the management of five residence halls housing approximately 650 students; managed major Residence Life functions such as budget, keys, damage billing, housing assignments, and resident assistant selection and training; managed the College's conduct process.

- Oversaw the re-keying of all residence halls and managed keys thereafter
- Assisted with Title IX investigations; interviewed involved parties; followed up with involved parties to provide them with appropriate College and community resources
- Designed, trained, and implemented the College's first hearing board, comprised of faculty, staff and students
- Assisted the Dean of Students in reorganizing the structure of Undergraduate Student Government

*Interim Director of Residence Life*

January 2013 – June 2013

Reported to the Dean of Students; supervised the interim Assistant Director of Residence Life and two graduate hall directors; managed the department's budget.

*Assistant Director of Residence Life*

July 2009 – December 2012

Reported to the Director of Residence Life; supervised three graduate hall directors; coordinated the Residence Life work study program employing nearly 90 students; served as a hearing officer for student conduct cases.

- Participated in an on-call rotation to provide support to resident assistants and students in crisis and emergency situations
- Recruited, selected, trained, and evaluated graduate hall directors as well as resident assistants
- Created a new programming model to better align with the College's mission
- Coordinated all programming efforts by the resident assistants including managing budgets and creating connections between resident assistants and campus constituents to ensure students were successful in the classroom and were having a meaningful co-curricular experience

*Committee & Adjunct Work at Notre Dame College*

Member

Assessment Committee  
Campus Safety Committee  
Graduation  
Higher Learning Commission  
Homecoming & Founders' Week  
Safe Zone

Chair

Diversity Committee  
Student Care Team  
Senior Week  
Undergraduate Student Government

Adjunct

First Year Seminar course

**Gannon University  
Erie, PA**

June 2007 – August 2008

*Resident Director (Coordinator, Roommate Mediations & Learning Community Director)*

Reported to the Director of Residence Life; supervised one Assistant Resident Director; participated in the on-call rotation; oversaw all programming in an upperclass co-ed apartment style building; was the

building manager to a sorority house.

#### **AWARDS**

Notre Dame College, "President's Outstanding Staff Award" recipient	2015
University of Louisville, "Graduate Dean's Citation Award" recipient	2007
College Personnel Association of Kentucky, "Dr. Michael Cuyjet Outstanding Graduate Student of the Year Award" recipient	2007

#### **EDUCATION**

<b>University of Louisville</b> <i>M.Ed. College Student Personnel</i>	2007
<b>John Carroll University</b> <i>B.A. Communications</i>	2005



## Martin Stanberry

mstanberry@grandriversolutions.com

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### Professional Experience

#### **Grand River Solutions, Inc.**

2022 – Present

##### *Senior Solutions Specialist*

Grand River Solutions works with higher education institutions and K-12 schools to develop effective, practical, and sustainable responses to equity issues including Title IX, Title VII, VAWA, ADA, and Clery compliance.

- Provide investigative and adjudication services for educational institutions.
- Serves as an expert in the general areas of the Americans with Disability Act (ADA) and Section 504 of the Rehabilitation Act.

#### **University of Oregon (Eugene, OR)**

2015 – 2022

##### *ADA Coordinator and Associate Director, Human Resources*

- Directed Finance and Human Resources.
- University's subject matter expert on employment provisions of the Americans with Disabilities Act, as amended.
- Developed and administered formal disability accommodation process for applicants and university employees.
- Primary decision maker on disability-related compliance determinations (e.g., disability status, reasonable accommodation/undue hardship, direct threat, etc.).
- Provided guidance to colleges and administrative units on situations involving the intersection of disability and work performance, time, and attendance, conduct concerns, confidentiality, and discrimination/retaliation.
- Trained supervisors, departments, and HR Partners regarding the university's obligations under the ADA.
- Supervised Affirmative Action and ADA Specialist.
- Oversaw development and publication of the university's annual affirmative action plan as of 2020.
- Panel participant on forums regarding disability issues organized by the Vice President for Finance and Administration, UO Graduate Employees, Human Resources, and Mobility International, USA.
- Worked with campus partners to identify areas of institutional risk and propose policy changes in areas such as: web accessibility, service and assistance animal guidelines, accessible design in new construction, and parking and accessible transportation.
- Member of the Behavioral Evaluation Threat Assessment (BETA) Team.
- Responsible for assessing/reviewing threat level of individuals to members of the campus community and coordinating response, including safety planning.
- Member of the university's Incident Management Team during COVID-19 Pandemic.
- Supervised COVID Case Managers who perform on-campus investigation of COVID

situations that may require isolation, quarantine, and other action.

- Member of the Vice President of Finance and Administration's Diversity Committee.
- Helped develop first annual Implicit Bias Awareness Month.

**Epstein Becker & Green (New York, NY)**

2010 – 2015

*Associate Attorney*

- Represented employers in state and federal litigation against claims of discrimination and retaliation under Title VII, ADEA, ADA, FMLA (and others).
- Gathered facts, conducted legal research, and prepared substantive motions and pleadings: answers, counterclaims, motions to dismiss, motions to compel, and motions for summary judgment.
- Represented employers before the Equal Employment Opportunity Commission (EEOC) and the New York State Division of Human Rights (NYSDHR).
- Interviewed witnesses regarding allegations of discrimination and retaliation.
- Prepared position statements rebutting allegations of discrimination and/or retaliation and explaining non-discriminatory justifications for adverse employment actions.
- Served as external investigator for institutional clients on notice of alleged misconduct and violations of company policy.
- Provided advice and counsel and training to employers regarding compliance with Title VII, ADA, ADEA FMLA, and applicable state and local laws.
- Represented employers in traditional labor matters:
- Provided advice and counsel in aid of a multinational corporation's efforts to implement an innovative labor relations model at its U.S. operations.
- Represented employers at collective bargaining negotiations.
- Represented employers in unfair labor practice and representation proceedings, including at a three-week hearing at NLRB Region 21 in Los Angeles in May 2014.
- Represented employers in arbitration concerning suspension and termination for cause.
- Prepared presentation for salary arbitration on behalf of a major league sport team.

**Education**

**Case Western Reserve University School of Law**

2011

*Juris Doctor*

- Represented indigent clients in the Civil Litigation Clinic and participated in Moot Court.
- Comment Editor, Journal of Law, Technology, & the Internet – Published Comment: Youth and Organizing; Why Unions Will Struggled to Organize Millennials.

**Southwestern University**

2008

*Bachelor of Arts, Political Science*

- Ruter Scholar
- Paideia Scholar
- Studied abroad in Irkutsk, Russia.

**Middlebury College Russian Language Summer Program**

2006

- Participated in intensive eight-week Russian-only language program.
- Starter on the undefeated Russian Language volleyball team.