

the level of being sufficiently persistent, severe, and/or pervasive. The feedback we received at Chico State regarding this *other conduct of concern* was that it was not being triaged effectively and that the university's response mechanisms were *ad hoc* and inconsistent, which contributed to a perception that there was a lack of accountability with respect to unprofessional behaviors.

The university has a [bias incident reporting form](#), which is administered by the [CARE Team](#). Additionally, the university, through the [Office of Equity, Diversity and Inclusion](#) also publishes hate crime reporting information and resources. Individuals with whom we spoke expressed a desire for a Chico State-specific anonymous reporting tool.

Several constituents, including administrators and faculty members, reported that there used to be a University Ombuds, but that the position was largely ineffective in part because it was not sufficiently resourced – having been staffed most recently by a rotating cast of faculty members who received course releases for serving in the role. These individuals expressed a desire for a sufficiently resourced Ombuds office. One individual asked rhetorically, “How can we shame the administration into providing a real Ombuds office with real resources? Not having a functional Ombuds Office for years has contributed to a system where people can't talk to each other in departmental meetings.”⁴²

Additionally, as described above, EODR used to have a Director of Adaptive Resolutions who would address certain behaviors, including bias incidents, that might not have risen to the level of a policy violation but that were nonetheless concerning. That position is currently vacant, but a [search](#) is underway for a replacement.

Individuals with whom we spoke reported that faculty conduct in the classroom was a source of acute concern. They explained that the perception on campus was that “nobody wants to address the bad behavior,” and that people feel like they “need EODR's permission to engage with the [other] person,” but that “EODR can't be everywhere at once.” They reported that OAPL is not sufficiently equipped with the personnel to address “employee relations” type issues among the faculty.

Separately, at the time of our campus visit, the position of Chief Diversity Officer was vacant, leaving a hole in the university DEI efforts which, in turn, impacted the university's ability to prevent and respond

⁴² Although the Ombuds office no longer exists, the university still maintains a [webpage](#) for the office.