



IMPLEMENTATION PLAN

In Response to Cozen O'Connor's Title IX and Discrimination,
Harassment and Retaliation (DHR) Assessment



PREPARED BY

University Implementation Team | October 2024

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INTRODUCTION

The California State University (CSU) Board of Trustees engaged Cozen O'Connor in March 2022 to conduct a systemwide assessment of its Title IX and Discrimination, Harassment, and Retaliation (DHR) programs to strengthen its systems of care and compliance following reports of sexual harassment and other misconduct with the CSU.

The Cozen O'Connor team visited all 23 campuses and the Chancellor's Office headquarters between July 2022 and April 2023 and administered a systemwide survey that garnered nearly 18,000 responses between December 2022 to February 2023. A report identifying core observations and recommendations for improvements at both the system and university levels was shared systemwide on July 17, 2023.

California State University, San Marcos (CSUSM or University) received its individualized campus report on July 17, 2023, as well as information from a separate systemwide audit conducted by the California State Auditor. These reports have become a roadmap to guide our efforts. Upon receiving the recommendations from Cozen O'Connor and the Chancellor's Office, CSUSM created an Implementation Team to evaluate, assess, and implement the Cozen O'Connor recommendations at CSUSM. The team launched a website dedicated to cataloging the team's plan and progress.

IMPLEMENTATION TEAM

To facilitate the implementation of recommendations, CSUSM formed the below Implementation Team to serve as an advisory, communications, and working group. Pursuant to guidance from the Chancellor's Office, our Implementation Team includes the Title IX Coordinator and DHR Administrator as subject matter experts; representative members of staff, faculty, and student leadership, to provide community perspective and have visibility into progress on the recommendations; and, a member of senior leadership, who can assist with securing resources, removing operational roadblocks, and aligning institutional priorities.

The members of the CSUSM Implementation Team include:

- Faculty Representative - Dr. Ranjeeta Basu
- Associate Vice President for Student Affairs - Dr. Bridget Blanshan (Co-Chair)
- Interim Assistant Vice President for Title IX and DHR – Sarah Clegg
- Student Representative – Illeana Carmona Chavez, Associated Students, Inc. Chair and Chief of Staff
- Vice President for Student Affairs - Dr. Viridiana Diaz (Co-Chair)
- President's Chief of Staff - Dr. Sarah Villareal
- Staff Representative - Vanessa Vincent

UNIVERSITY DEMOGRAPHICS AND POPULATION

The chart below reflects key metrics and demographic information for CSUSM, as provided in the Cozen O'Connor report.

CALIFORNIA STATE UNIVERSITY, SAN MARCOS		
Location Information		
Location: San Marcos, CA. (pop. 94,854) ⁱ	County: San Diego County (pop. 3,276,208) ⁱⁱ	Locale Classification: Large Suburb ⁱⁱⁱ
University Information		
President: Ellen Neufeldt Ph. D. (July 2019-present)		
Designations: Hispanic Serving Institution (HSI) ^{iv} Asian American and Native American Pacific Islander-Serving Institution (AANAPISI) ^v		
Enrollment		
Total Number of Students ^{vi}	15,182	
Student Ethnicity ^{vii}		
Hispanic / Latino	50%	
White	26%	
Asian	10%	
Two or More Races	6%	
Race and Ethnicity Unknown	3%	
Black / African American	3%	
International Student	2%	
Native Hawaiian / Other Pacific Islander	<1%	
American Indian / Alaska Native	<1%	
Instructional Faculty ^{viii}		
Total Number of Faculty	854	
Tenure-Track	35%	
Lecturer	65%	
Percent Full-Time ^{ix}	49.39%	
Percent Part-Time	50.61%	
Staff*		
Total Number of Staff	811	
Percent Full-Time	97.29%	
Percent Part-Time	2.71% ^{xi}	

PLAN SUMMARY

The Cozen O'Connor recommendations for CSUSM are divided into five areas: 1) Infrastructure and Resources; 2) Strengthening Internal Protocols; 3) Communications; 4) Prevention, Education, Professional Development, Training and Awareness; and 5) Responding to Other Conduct of Concern (where "Other Conduct of Concern" refers to reports of conduct that fall outside of the Nondiscrimination Policy).

Priority levels are ranked from 1-5 with 1 being the highest priority and 5 being the lowest priority.

INFRASTRUCTURE AND RESOURCES

The Infrastructure and Resources Subcommittee plan aims to strengthen our Title IX/DHR program by strategically addressing key recommendations outlined on pages 39-40 of the CSUSM Cozen O'Connor report. This phased approach centers on budget allocation to sustain current initiatives and bolster ongoing efforts. With a focus on personnel, infrastructure, records management, general oversight of Title IX/DHR activities, and continuous training for campus leadership and Title IX professionals, this plan endeavors to create a robust and comprehensive framework to ensure the well-being of our campus community.

Task 1. Share existing budget line information with the Chancellor's Office, including historic and anticipated annual fees for external investigators, hearing officers, and other Title IX/DHR related resources, as well as budget line information related to the confidential campus advocates, prevention and education specialists, and respondent resources (recognizing that these resources are typically outside of the Title IX/DHR budget).

- Project Leader: Vice President of Student Affairs (VPSA) Diaz
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: Completed
- Priority Level: 3
- Status: Completed
- Resources Needed: Salary and benefits for an additional Investigator and the Strategic Coordinator positions and funds to pay student peer educators.
- Notes/Solutions:

Task 2. Map functions within the Title IX/DHR program to ensure sufficient personnel to cover all core functions, including intake and outreach, case management, investigations and hearings, informal resolution, sanctions and remedies, prevention and education, training, data entry and analysis, administrative tasks, and additional resources to support legally compliant, effective Title IX/DHR programs, as well as the essential care side of campus responses.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX Coordinator, DHR Administrator

- Anticipated Project Completion: Completed.
- Priority Level: 3
- Status: Staffing Plan created. Associate Dean of Students on overload status to help support office, and investigative consultant retained through December 2024 to assist with caseload.

Interim AVP Title IX/DHR (MPP III)	<ul style="list-style-type: none"> • Oversee TIX/DHR caseloads • Review Investigation Reports • Oversee all investigations and hearings • Prevention and training for faculty
Deputy TIX/DHR Administrator (MPP III)	<ul style="list-style-type: none"> • Conducts TIX/DHR intakes, outreach, and investigations.
Director of Compliance (MPP II)	<ul style="list-style-type: none"> • Case creation, tracking, and documentation • Initial outreach and intake meeting coordination for DHR cases • "Not Anymore" online sexual violence prevention training requirements • Supportive measures for DHR parties, including pregnant/parenting students (Secondary) • Investigative hearing coordination (Primary) • Regulations and policy compliance • Case management system administrator
Intake and Support Coordinator (Confidential)	<ul style="list-style-type: none"> • Initial outreach and intake meeting coordination for TIX cases • Supportive measures for TIX parties, including pregnant/parenting students (CARE) • Investigative hearing coordination (Secondary) • Communication to parties
Case Resolution Manager (MPP I)	<ul style="list-style-type: none"> • Conducts Title IX/DHR intakes, outreach, and investigations.
Prevention and Training Coordinator (SSP4/Confidential)	<ul style="list-style-type: none"> • Web-based and other preventative/educational resources • Educational outreach for Housing, student orgs, and other campus stakeholders • Faculty and employee trainings in partnership with AVP TIX/DHR

Task 3. Create a standalone Title IX Coordinator position, separate from Associate Vice President (AVP) for Student Affairs who holds other responsibilities. This separation ensures that the Title IX Coordinator is free from conflicts of interest, as required by the Nondiscrimination Policy.

- Project Leader: VPSA Diaz
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: Completed.
- Priority Level: 1
- Status: Interim AVP TIX/DHR Candidate began role September 23, 2024.
- Resources Needed: Funding for stand-alone position has been identified.
- Notes/Solutions: Campus communication pending regarding the Interim Title IX Coordinator position and other related updates.

Task 4. Complete hiring for a fully resourced office including, at a minimum, a Title IX Coordinator/DHR Administrator, a prevention and education coordinator, an intake and support

coordinator, two investigators (the need for which may increase over time or may be subsumed by the recommended CSU Center for Investigations and Resolutions as described in the Systemwide Report), and a full-time administrative manager.

- Project Leader: VPSA Diaz
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: The Prevention Education Coordinator would be a new position.
- Priority Level: 3
- Status: Interim AVP for Title IX/DHR started September 23, 2024, Case Manager finalist identified, Intake and Support Coordinator and Director of Compliance positions filled through realignment of existing staff. Strategic Coordinator (prevention and education role) and Investigator positions (2) recruitments are in the planning stage.
- Resources Needed: Funding identified new investigator and Strategic Coordinator positions.

Task 5. Update the Title IX/DHR Office organizational structure to realign duties and responsibilities to assure that the areas of intake, outtake, prevention education, investigation and resolution and care are optimized. Ensure that the following essential elements of effective practice are staffed: increased separation between the care and support function and the adjudicatory function; staffing for the necessary function of education coordinator to maintain accountability for the delivery of all education and training requirements; and data input, tracking and additional administrative support for the team.

- Project Leader: VPSA Diaz
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: Structural realignment is completed while staffing is ongoing.
- Priority Level: 3
- Status: Office organizational structure realignment complete and is being implemented.
- Resources Needed: One new Investigator position (funding needed), one position is vacant (funding is available). The Strategic Coordinator may be fee-funded. Additional potential funds needed to pay student peer educators.
- Notes/Solutions: The Strategic Coordinator will be a new Confidential position transferred from elsewhere on campus.

Task 5. Based on benchmarking and recommendations from the Chancellor's Office, identify recurring baseline (or line item) funding (both source and amount) for the Title IX/DHR program.

- Project Leader: AVP for Title IX/DHR and Supervisory VP's.
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: Fall 2024
- Priority Level: 3
- Status: Ongoing as part of larger campus budget conversations.
- Resources Needed: TBD pending President's Administrative Team deliberations.

Task 6. Work with the Chancellor's Office to implement an enterprise-level case management system and develop protocols for consistent collection and retention of data.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX & DHR Office
- Anticipated Project Completion: Pending Chancellor's Office timeline
- Priority Level: 2
- Status: Awaiting system leadership.
- Resources Needed: Training on new system for affected staff once implemented.

Task 7. Ensure an adequate supervisory model that includes a routine cadence of supervisory meetings, guidance about how to ensure effective oversight and accountability measures, an appropriate level of detail for review, development, integration and tracking of decision-making frameworks, and balancing administrators' independence and autonomy with the need to identify and elevate critical issues and concerns about safety/risk.

- Project Leader: CSU Systemwide Director for CSUSM Lele Yutzy and VPSA Diaz
- Stakeholder Offices: Chancellor's Office and CSUSM supervisors
- Anticipated Project Completion: Completed.
- Priority Level: 1
- Status: A new supervisory model that addresses the above elements has been established that includes direct reporting lines for AVP Title IX/DHR to VP for Student Affairs, VP for Academic Affairs & Provost, and VP for Finance & Administrative Services.
- Resources Needed: Onboarding and training as to the distinction/overlap in systemwide accountability and campus-based supervision.

Task 8. Adjust the reporting line of the Title IX Coordinator. Evaluate and potentially shift the Title IX Coordinator's reporting line to a more neutral, less constituent-identified individual.

- Project Leader: VPSA Diaz
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: Completed with the hiring of the Interim AVP for Title IX & DHR
- Priority Level: 1
- Status: AVP for Title IX/DHR will have direct reporting lines to VP Student Affairs, Provost & VP Academic Affairs, and VP Finance and Administrative Services.
- Resources Needed: Onboarding and training for new supervisors/dotted line connections

Task 9. Commit to the consistent investment in professional development and continuous learning for Title IX and DHR professionals and senior leaders who oversee the Title IX/DHR program (CLEs, conferences, system training, etc.).

A. Provide additional training and professional development for the Title IX/DHR staff to ensure that reports address all elements of potential policy violations and to ensure more complete analyses.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Ongoing

- Priority Level: 1
- Status: Implemented and ongoing
- Resources Needed: External training resources/certification programs
- Notes/Solutions: Training is an ongoing commitment. Plans should be reviewed at least annually with each individual and for the team.

Task 9. Identify a sustainable model to provide respondent support services and a dedicated resource to address the unique needs of respondents in the grievance process.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Assistant VP for Title IX & DHR
- Anticipated Project Completion: Complete
- Priority Level: 2
- Status: Supportive measure functions have been integrated into Intake & Support Coordinator and Director of Compliance positions to supplement other campus resources.
- Resources Needed: TBD - depending on additional initiatives proposed.
- Notes/Solutions: This is presently included in the Cougar Care Network Director position description but could be expanded to provide more options. Respondent resources will be reviewed for sufficiency/potential expansion.

STRENGTHENING INTERNAL PROTOCOLS

The goal of the Strengthening Internal Protocols Subcommittee is to promote accountability and strengthen CSUSM's internal protocols within the Title IX/DHR program by focusing on related recommendations in the campus report. The work of this subcommittee focuses on the life span of a Title IX/DHR report, from intake to resolution, as well as other key recommendations, such as separating advocacy functions from investigations, strengthening campus collaboration through a multidisciplinary team model, and developing tools and written processes for effective case management.

Task 1. Map the case resolution process from reporting and intake through to investigation and resolution process.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed
- Priority Level: 4
- Status: Process has been informally mapped and a consolidated tracking system from intake to resolution has been implemented. The development of a public facing process map is pending.

Task 2. Compare the current process against standard practices and identify any concerns related to timeliness, conflicts, gaps in communication, or gaps in consistent process.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office

- Anticipated Project Completion: Completed.
- Priority Level: 4
- Status: Timeliness issues have been identified and are being addressed as capacity increases through staffing vacant positions. Reflective process review to identify opportunities for improvement is an ongoing process of continuous improvement.

Task 3. Identify any concerns related to timeliness, conflicts, gaps in communication, or gaps in consistent process. Identify, map, and reconcile intersections with faculty/staff grievance and disciplinary processes.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Anticipated completion August 15, 2024
- Priority Level: 4
- Status: Intersections with faculty/staff disciplinary processes have been identified and coordination is ongoing to ensure routing to the appropriate area (Faculty Affairs or Human Resources) for action.

Task 4. Develop internal protocols and written tools (e.g., templates and checklists) for intake and outreach, oversight of supportive measures, and decision-making regarding emergency removal or administrative leave.

- Project Leader: Deputy Title IX Coordinator
- Stakeholder Offices: Title IX & DHR Office
- Anticipated Project Completion: Ongoing
- Priority Level: 2
- Status: Intake, supportive measures, investigative, and hearing coordination templates and checklists have been developed. Guides for emergency removal and administrative leave are pending.
- Notes/Solutions: Guides for emergency removal and administrative leave will require coordination with Human Resources and Faculty Affairs.

Task 5. Provide for present training needs of Title IX and DHR personnel and consider succession planning in training plans.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Ongoing as policies, regulations, and laws evolve.
- Priority Level: 1
- Status: Title IX/DHR staff participate in system provided trainings as well as those provided by nationally recognized organizations. Succession planning is pending.
- Resources Needed: Ongoing access to external training resources to allow staff to remain current.
- Notes/Solutions: Training is an ongoing commitment. Developmental plans will be reviewed at least annually with each individual and for the team.

Task 6. Offer to hold an intake meeting with all individuals who make a report of conduct that would potentially violate the Nondiscrimination Policy.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 1
- Status: Complete. Intake & Support Coordinator position established with additional support from the Director of Compliance and other staff.

Task 7. Develop protocols for notifying and coordinating with the confidential advocate at the intake meeting, if possible.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 1
- Status: Practice is implemented and reliant upon the student of concern having a confidential advocate at time of intake. Many students choose not to engage with an advocate prior to intake.

Task 8. Develop or update protocols for information sharing to ensure that the Title IX/DHR Office can fulfill its responsibility of documenting all supportive measures offered, requested, implemented, and if denied, the reasons for the denial.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX & DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 1
- Status: Case tracking tools have been developed to track cases from first report through resolution, including supportive measures provided.
- Resources Needed: Supportive measures offered, requested, implemented, and/or denied are documented in Maxient case notes.

Task 9. Develop a procedure for communication with third-party mandated reporters confirming that responsive action has been taken by Title IX/DHR Office.

- Project Leader: AVP Title IX/DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 2
- Status: Practices have been implemented to notify the reporting party that their report was received.
- Resources Needed: None

Task 10. Establish standardized protocols for outreach to complainants that involve multiple modalities, systems to document outreach, and a protocol for how and when to make additional

outreach in cases with non-responsive complainants, including the potential for outreach through a third-party or a responsible employee.

- Project Leader: Interim Title IX Coordinator and Case Resolution Coordinator
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 1
- Status: Outreach is conducted electronically via email and in person by phone. Outreach efforts are documented through Maxient Case Management system. Additional outreach to non-responsive complainants is typically made within 2 weeks of initial outreach. Confidential Advocates or other appropriate staff may be enlisted to assist with outreach when appropriate.
- Resources Needed: N/A

Task 11. Develop and adopt integrated, written processes for initial assessment designed to evaluate known facts and circumstances, assess, and implement supportive measures, facilitate compliance with Title IX and Clery responsibilities, and identify the appropriate institutional response after triaging the available and relevant information. As needed, take steps to respond to any immediate health or safety concerns raised by the report and assess the nature and circumstances of the report to determine whether the reported conduct raises a potential policy violation and the appropriate manner of resolution under the Nondiscrimination Policy.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 4
- Status: Intake and process checklists have been developed to address the various steps in the case management process. Immediate remedial action is taken as appropriate to ensure the safety of the student of concern and the campus community. Assessing the circumstances and facts of the report to determine whether the reported conduct raises a potential policy violation and the appropriate manner of resolution under the Nondiscrimination Policy are embedded in the intake and investigative processes.
- Resources Needed: None

Task 12. Use a consistent template for investigative reports.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Pending system-level coordination to develop common templates.
- Priority Level: 3
- Status: The development of a uniform template for investigative reports is ongoing and may require system-level leadership as outside investigators may serve multiple campuses.
- Resources Needed: partner with the Chancellor's Office to develop templates.

Task 13. Develop a procedure to provide complainants with information regarding their rights and availability of services including but not limited to:

A. Oral or written information about campus resources, supportive measures, the right to contact (or decline to contact) law enforcement or seek a civil protection order, the right to seek medical treatment, the importance of preservation of evidence, the right to be accompanied at any meeting by an advisor of choice, and an explanation of the procedural options available.

B. Policy prohibiting retaliation and how to report acts of retaliation.

- Project Leader: Training & Case Resolution Coordinator
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 2
- Status: This information is provided to the complainant during the intake interview, as well as electronically during initial outreach via email.

Task 14. Develop and adopt integrated, written checklist/form to ensure that all required actions are taken under state and federal law including at a minimum the following:

- A. Referring reports to appropriate campus officials to assess the reported conduct and determine the need for a timely warning or other action under the Clery Act.**
- B. Assessing the available information for any pattern of conduct by respondent.**
- C. Determining the age of the complainant, and if the complainant is a minor, making the appropriate report of suspected abuse consistent with State law.**

- Project Leader: AVP Title IX/DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed
- Priority Level: 2
- Status: These are existing practices that are tracked through an intake checklist.

Task 15. Formally separate the Title IX/DHR Office's outreach/intake functions from its investigative functions.

- Project Leader: VPSA Diaz
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: Dependent upon staffing level sufficient to allow separation of roles.
- Priority Level: 3
- Status: Pending additional staffing.
- Resources Needed: Salary and benefits for a Strategic Coordinator position, and funds to pay student peer educators to conduct outreach. Intake and investigation functions are currently distinct, with intake being conducted by staff and investigations being outsourced at this time pending filling internal investigator positions.

Task 16. The Title IX Coordinator/DHR Administrator, in conjunction with the Chancellor's Office, will identify essential university partners to serve on a multidisciplinary team (MDT) and set standards for meeting goals and sharing real-time information. MDT members may include representatives from Student Affairs/Student Conduct, Faculty/Academic Affairs, Human Resources, UPD, Title IX Coordinator, DHR Administrator, Clery Coordinator, and University Counsel.

- A. The MDT should meet regularly and at a minimum, weekly, to review all new reports.**
- B. The MDT should ensure that all known and available information about the parties and the reported incident is shared with Title IX/DHR to inform Title IX/DHR's initial assessment and any steps it determines to take in response.**
- C. The Title IX Coordinator/DHR Administrator will develop a protocol for securely sharing relevant information.**
- D. The Title IX Coordinator/DHR Administrator will ensure that the multidisciplinary team is trained to treat information confidentially consistent with relevant state and federal privacy laws.**
- E. The MDT will engage in consultation to inform decisions, including those about emergency removal, administrative leave, the reasonable availability of supportive measures, and questions about the scope of the university's education program or activity.**

- Project Leader: Title IX Coordinator, Chancellor's Office liaison
- Stakeholder Offices: Title IX Coordinator, Chancellor's Office liaison
- Anticipated Project Completion: Contingent on compliance with anticipated systemwide guidance.
- Priority Level: 2
- Status: In process, pending Systemwide guidance
- Resources Needed: Commitment from individuals to serve on the MDT once developed; training for membership
- Notes/Solutions: Internal communication will be sent to identify membership and set expectations as to realistic time commitments. Information will be shared with members securely through SharePoint, and while all members will already be aware of confidentiality requirements, additional training will be provided.

Task 17. Develop tools for consistent, informed, effective documentation and case management including:

- A. A case opening and closing checklist to ensure that all relevant documents, correspondence, and information are captured and preserved electronically.**
- B. Maintaining data in a usable and searchable electronic format for efficient decision-making, analysis and review.**
- C. Migrating historical DHR reports and Title IX reports into the enterprise-level case**

management system, if not already included.

D. In partnership with the Chancellor's Office complete periodic reviews for quality assurance.

- Project Leader: Assistant VP for Title IX & DHR Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 4
Status: Maxient provides a platform for consistent, informed, and effective documentation and case management in a searchable format and office protocols call for all case-related documents to be added to the electronic file cabinet throughout the process from beginning to end. Migrating historical reports will be an ongoing process as staff capacity allows. Periodic caseload and outcomes review is conducted through a comprehensive annual report prepared by the Office and submitted to the Chancellor's Office as well as being publicly available on the CSUSM Title IX website.

Task 18. Establish a protocol to ensure the timeliness of investigations, with routine quality control mechanisms throughout investigation process.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: In process and will be completed once vacant positions are filled.
- Priority Level: 4
- Status: Resolving existing case backlog and ensuring the timeliness of investigations is an ongoing process that will be expedited by the filling of the Title IX/DHR Investigator positions (one vacant, one new) in the CSUSM Title IX Office.
- Resources Needed: Complete recruitment for open positions.

Task 19. Develop a quality control process to review thoroughness, timeliness, and timely communications.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 4
- Status: Weekly Title IX/DHR Office case management meetings allow review of new and ongoing cases to enhance the timeliness of various phases of the process and ensure thoroughness, timeliness, and timely communications.

Task 20. Ensure each report has sufficient review by the Title IX/DHR Coordinator and University Counsel.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 4

- Status: Weekly case management team meetings have been established to review reports and ongoing cases. Additionally, weekly meetings with CSU Civil Rights liaisons are held for the same purpose.

Task 21. Continue to evaluate barriers to reporting and engagement at the University level, with aggregation of data and advice and guidance by the Chancellor's Office.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX & DHR Office
- Anticipated Project Completion: Potential barriers to reporting and engagement are identified and evaluated in an ongoing fashion to support continuous improvement.
- Priority Level: 2
- Status: Campus Town Halls are planned, and additional outreach and education efforts will be implemented with the filling of the Strategic Coordinator position (with potential peer educators supplementing efforts).
- Resources Needed: Funding for Strategic Coordinator and peer educators, as well as potential climate assessments in partnership with other campus surveys such as NCHA II, or Campus Climate Survey.

Task 22. Review and revise tone, content, and format of reporting forms and other template communications.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 3
- Status: Reporting forms have been updated and will be regularly reviewed, along with other template communications, to enhance tone and effectiveness.

Task 23. Review the current Title IX/DHR disciplinary processes for faculty and staff to ensure promptness, equity, and informed communication.

- Project Leader: Assistant VP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 4
- Status: Increased collaboration between Faculty Affairs and Human Resources to address the promptness, equity, and informed communication for faculty and staff disciplinary processes has been established and will continue to be refined.

Task 24. Create a labor relations position for faculty and staff who will work with the Title IX Coordinator through the conclusion of any matter, including sanctioning.

- Project Leader: Bridget Blanshan, Michelle Hunt, Erika Gravett and Michelle Hinojosa
- Stakeholder Offices: Chancellor's Office and CSUSM counterparts
- Anticipated Project Completion: Completed.
- Priority Level: 1

- Status: This expectation was clarified with Faculty Affairs in 2021 and was further discussed with Human Resources for the University to establish partnerships for the coordination of cases through to conclusion.
- Resources Needed: Additional systemwide guidance for intra-campus collaborators, as well as additional training for managers tasked with employee discipline.

Task 25. Ensure that decisions about negotiated settlements are supported by a careful and coordinated review by relevant campus and system level administrators.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Completed.
- Priority Level: 4
- Status: Decisions regarding negotiated settlements, sanctions, and adverse actions are reviewed by both campus and system level administrators for consistency and appropriateness.

Task 26. Develop and implement a process to routinely collect post-resolution feedback from the parties and all impacted individuals.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: AVP for Title IX & DHR
- Anticipated Project Completion: Anticipated completion August 15, 2024
- Priority Level: 2
- Status: Feedback on TIX/DHR processes and resolutions are routinely collected through direct observation and reviewed by the TIX team as part of the process of reflective continuous improvement.

COMMUNICATIONS

The goal of the Communications Subcommittee is to support the campus community's immediate and ongoing needs as it relates to Title IX, DHR, and EODR by implementing marketing and website improvements, as well as initiating short- and long-term strategic communication plans by which to create greater awareness of policies and resources related to these programs. Additionally, this plan sets in place clear mechanisms by which to maintain transparency and accountability with the University's internal and external stakeholders about Title IX and DHR at CSUSM, as well as the progress of the Implementation Team as the University works to meet the recommendations of the Cozen O'Connor report.

Task 1. Ensure distribution of a clear and consistent communication plan each semester that includes, at a minimum, dissemination of the Notice of Nondiscrimination, dissemination of the Nondiscrimination Policy, and information about reporting and resources.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR Office

- Anticipated Project Completion: Completed.
- Priority Level: 1
- Status: Annual notice is a compliance obligation under the policy. However, the TIX/DHR Offices' practice is to provide notice semesterly to ensure all new students, faculty, and staff are informed regarding the policy, reporting options, and available resources.

Task 2. Include direct link to the Notice of Nondiscrimination on most other University webpages, including the webpages for Admissions, Athletics, and Student Life.

- Project Leader: Strategic Coordinator
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Planned implementation Fall 2024
- Priority Level: 2a
- Status: Pending
- Resources Needed: Divisional leadership mandate requiring the addition of this direct link.

Task 3. Create a clearer identity of the Title IX/DHR Office and its services. By taking the following steps:

- A. Launching an awareness campaign to educate the University about the Title IX office, its purpose and function, and resources available through the office.**
- B. Launching an awareness campaign to educate about the difference between confidential resources and reporting options.**
- C. Partnering with campus communications professionals to create and promote effective marketing materials, including professional branding that can be used across platforms (print, web, social media, imprinted on giveaway products).**

- Project Leader: AVP Title IX/DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: March 1, 2025
- Priority Level: 2
- Status: Campus communication providing update on TIX recommendation implementations is in development and a Campus Town Hall is planned for early Fall 2024 to allow engaged dialog with students, faculty, and staff. Additional educational and awareness efforts will be implemented by the Strategic Coordinator when the position is filled.
- Resources Needed: A workgroup will be charged with office identity and branding to further enhance awareness and educational efforts.

Task 3. Improve the Title IX/DHR website and other external-facing communications by:

- A. Reviewing and revising web content, across all relevant webpages, for consistency, clarity, accuracy, and accessibility.**
- B. Ensuring that web content includes: photographs and contact information for Title IX/DHR staff, notice of nondiscrimination, a link to the Nondiscrimination Policy, an**

overview of procedural and resolution options (with accessible graphics), how to make a report (to Title IX/DHR or UPD), on and off campus confidential resources, the difference between confidentiality and privacy, supportive measures, employee reporting responsibilities, an FAQ, prevention and education programming.

C. Posting a mission statement on the landing page, and include the names, photos, and contact information for all Title IX/DHR Office staff on the “Contact Title IX” webpage.

- Project Leader: Strategic Coordinator
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Planned implementation Fall 2024
- Priority Level: 2a
- Status: In process – full staff listing with photos on hold
- Resources Needed: Ensure content is clear, accurate and accessible without overhauling format of Title IX website.
- Notes/Solutions: TNG noted present website as a best practice.

Task 4. Gather, evaluate, and update all existing informational materials, web resources, posters/flyers, social media information, and other public-facing communications about the Title IX/DHR program to ensure that those materials reflect the current staffing and structure of the office, the current CSU Nondiscrimination Policy and resolution processes, and current information about on- and off-campus resources including confidential resources.

- Project Leader: Strategic Coordinator
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Planned implementation for Fall 2024
- Priority Level: 3
- Status: On hold pending staffing of Strategic Coordinator position. Elements related to the current CSU Nondiscrimination Policy and resolution processes, and current information about on- and off-campus resources including confidential resources are already implemented.
Resources Needed: Funding for Strategic Coordinator position.

Task 5. Adopt standardized email addresses and/or materials that are able to be updated quickly (e.g., use of QR codes that point to dynamic webpages that can be updated; using, for example, “TitleIX@[name of university].edu,” so that print materials do not become outdated if there is a personnel change, etc.).

- Project Leader: AVP Title IX/DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Spring 2024
- Priority Level: 2
- Status: Complete – resource mailbox nondiscrimination@csusm.edu has been established and other materials are hosted on web pages that can be easily updated as needed. As printed

resources are updated by the Strategic Coordinator a QR code for the dynamic web page will be included.

Task 6. Develop standing committee of representative student, faculty and staff ambassadors to support and facilitate institutional efforts to more effectively communicate with campus constituents.

- Project Leader: AVP for Title IX/DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Upon establishment of MDT
- Priority Level: 3
- Status: Pending establishment of Multi-Disciplinary Team who can form subcommittee for this purpose that includes student, faculty, and staff representatives.

Task 7. Identify and prioritize opportunities for in-person engagement with Title IX/DHR staff (e.g., pop-up events, tabling at an information fair, open houses in various central locations, routine scheduled short presentations to key audiences, and/or sponsored or co-sponsored events). Identify student leaders who can serve as ambassadors/promoters of this work.

- Project Leader: AVP Title IX/DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: Fall 2024
- Priority Level: 2b
- Status: Pending establishment of Strategic Coordinator position.
- Resources Needed: Funding for Strategic Coordinator position and peer educators.

PREVENTION, EDUCATION, PROFESSIONAL DEVELOPMENT, TRAINING AND AWARENESS

The Prevention and Education Subcommittee's proposed plan seeks to establish a comprehensive framework for Title IX/DHR prevention education programming by addressing key recommendations outlined on pages 45-47 of the CSUSM Cozen O'Connor report. Collaborating with students, staff, and faculty, this plan seeks to develop an evidence-based educational peer-to-peer programming approach on affirmative consent, bystander intervention, healthy relationships, substance-related education, and the importance of Title IX/DHR proactive supportive measures. The strategy integrates ongoing assessment mechanisms to adapt to evolving campus dynamics and uphold compliance with the Violence Against Women Act (VAWA) provisions of the Clery Act. This plan emphasizes dedication to sustained prevention and education programming, training, and professional development and seeks to cultivate a campus culture characterized by legal adherence and a culture of respect.

Task 1. Proactively coordinate with system-level subject matter experts to assist with education, training, materials, and communications related to complex and difficult issues facing all CSU institutions.

- Project Leader: Strategic Coordinator
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: In progress, completion contingent on funding for Strategic Coordinator position.
- Priority Level: 1
- Status: System-level resources are passively available, with additional coordination pending the establishment of the Strategic Coordinator position.
- Resources Needed: Funding for Strategic Coordinator position.

Task 2. Designate one individual with specific oversight of all University prevention and education planning and programming, preferably a full-time role without other job responsibilities. This individual will have oversight of and responsibility for all legally required programming under Title IX, the Clery Act, and California law

- Project Leader: AVP Title IX/DHR
- Stakeholder Offices: Title IX/DHR Office
- Anticipated Project Completion: The Strategic Coordinator would be a new position,
- Priority Level: 2
- Status: Pending the establishment of the Strategic Coordinator position. In the interim, legally required programming will be facilitated by other Title IX staff.
- Resources Needed: Salary and benefits for a Strategic Coordinator position, as well as funds to pay student peer educators.

Task 4. Convene a University-wide Prevention and Education Oversight Committee to coordinate and align programming across the University. Build a formal prevention and education program for all University community members, including a dedicated prevention and education coordinator and a Prevention and Education Oversight Committee to address issues related to discrimination and harassment, including sexual and gender-based harassment and violence.

- A. The Committee should include all departments who provide training, prevention and education, including, at a minimum, representatives from the Title IX/DHR program, the confidential advocate, student affairs, student health, counseling, UPD, athletics, fraternity and sorority life, residential life, human resources and employee labor relations, academic/faculty affairs, Diversity Equity & Inclusion (DEI) professionals, identity-based affinity centers, university subject-matter experts, and staff, faculty, and student representatives.**
- B. The committee may include subcommittees focused on the needs of various constituencies.**

C. The Committee should be charged with reviewing prevention program content, evaluating proposed programming or speakers, ensuring that prevention-related communications are reaching all constituents, and developing and implementing a mechanism for assessing effectiveness including by monitoring participation levels and measuring learning outcomes.

- Project Leader: VPSA Diaz
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: TBD
- Priority Level: 2
- Status: Pending establishment of the Strategic Coordinator position to chair and convene the committee and a charge from campus leadership.
- Resources Needed: Funding for a Strategic Coordinator position.

Task 5. With assistance from the Chancellor's Office, develop a strategic plan for University programming that identifies all training requirements under federal and state law and CSU policy, all constituencies, and constituent groups in need of training, and all potential University partners that can collaborate to deliver content. Specifically, the strategic plan will:

- A. Identify opportunities for virtual and in-person engagement.**
- B. Develop core principles and standards for content development.**
- C. Build a university calendar that includes online modules, social norm campaigns, orientation for students and employees, recurring opportunities for programming, and awareness events.**
- D. Identify and train Title IX liaisons in the colleges and in the Office of Inclusive Excellence (OIE), Associated Students, Inc. (ASI) and perhaps the student life centers who might be a resource or a place to report.**

- Project Leader: VPSA Diaz
- Stakeholder Offices: President's Administrative Team
- Anticipated Project Completion: TBD
- Priority Level: 2
- Status: Pending leadership from the System and campus for the planning project.
- Resources Needed: Funding for a Strategic Coordinator position to implement the plan once developed.

Task 6. Develop a University website dedicated to prevention and campus programming that is kept current, facilitates distribution of prevention and education materials, and incorporates the opportunity for feedback and recommendations.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR

- Anticipated Project Completion: TBD
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

Task 7. Identify social media platforms and other vehicles for distributing programming information on a regular basis.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: TBD, contingent on funding for Strategic Coordinator position
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

Task 8. Offer additional Title IX training, education and professional development centered on sexual harassment and misconduct including prevention education, reporting procedures, overview of the process, range of potential outcomes, and the distinction between public and confidential information. Ensure the training includes information about prohibited consensual relationships given the significant overlap of prohibited consensual relationships with Title IX, DHR and other conduct of concern

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: TBD, contingent on funding for Strategic Coordinator position
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

Task 9. Evaluate the potential opportunities for curricular or course-based programming credential-based options.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: Contingent on funding for Strategic Coordinator position
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

Task 10. Develop prevention education programming, including bystander engagement.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: TBD, contingent on funding for Strategic Coordinator position
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.

- Resources Needed: Funding for Strategic Coordinator position.

Task 11. Participate in national conferences, listservs, networking events and other opportunities to coordinate with other professionals dedicated to prevention.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: TBD
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

Task 12. Engage students in the development and delivery of programming through peer educator/peer advocate programs.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: TBD
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

Task 13. Identify student leaders who can serve as ambassadors/promoters of this work.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: TBD
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

RESPONDING TO OTHER CONDUCT OF CONCERN

The plan put forth by the Other Conduct of Concern Subcommittee addresses behavior that may not necessarily fall under protected status of discrimination or harassment but could still disrupt the learning, living, or working environment and violate other University policies as outlined on the CSUSM Cozen O'Connor report pages 47-48. The initial phase entails creating a set of communal agreements that establish expectations for how members of the CSUSM community should treat one another. Additionally, the development of conflict resolution mechanisms, restorative approaches for remedial actions regarding culture and climate, targeted prevention and education programming, and ongoing management of issues of concern.

Task 1. Work closely with the Chancellor's Office to develop a formal process to address reports of other conduct of concern. The framework will address unprofessional conduct, abusive

conduct, microaggressions, acts of intolerance, and other disruptive behavior in the living, learning, and working environment. The framework may strengthen and expand existing competencies regarding conflict resolution, restorative justice, and other remedial responses; and create a centralized and anonymous reporting mechanism at the University level.

- Project Leader: Led jointly by Dr. Erika Gravett, AVP for Human Resources and Michelle Hunt, AVP for Faculty Affairs
- Stakeholder Offices: Members of the President's Administrative Team charged a taskforce
- Anticipated Project Completion: The taskforce began meeting in Fall 2023 and identified the need to expand membership to include faculty, staff and student representation.
- Priority Level: 2
- Status: Pending
- Resources Needed: Forthcoming systemwide guidance will be reviewed and incorporated when available.
- Notes/Solutions: TBD once recommendations are reviewed and approved.

Task 2. Ensure extensive training and preparation for restorative justice practitioners.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: TBD
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

Task 3. Ensure that policies reflect that restorative practices are voluntary. Strengthen and expand available competencies regarding conflict resolution, navigating interpersonal conflict, restorative justice, and other forms of remedial responses.

- Project Leader: AVP for Title IX & DHR
- Stakeholder Offices: Title IX/DHR
- Anticipated Project Completion: TBD
- Priority Level: 3
- Status: Pending establishment of the Strategic Coordinator position to implement.
- Resources Needed: Funding for Strategic Coordinator position.

Task 4. Create a centralized reporting mechanism that includes the option for online and anonymous reporting. Ensure that the landing page for the anonymous reporting option includes appropriate caveats about the University's limited ability to respond to an anonymous report.

- Project Leader: Led jointly by Dr. Erika Gravett, AVP for Human Resources and Michelle Hunt, AVP for Faculty Affairs
- Stakeholder Offices: Members of the President's Administrative Team charged a taskforce
- Anticipated Project Completion: The taskforce began meeting in Fall 2023 and identified the need to expand membership to include faculty, staff and student representation.
- Priority Level: 2

- Status: Ongoing
- Resources Needed: Forthcoming systemwide guidance will be reviewed and incorporated when available.
- Notes/Solutions: TBD once recommendations are reviewed and approved.

Task 5. Establish a formal triage and review process that ensures appropriate analysis, documentation, and tracking. Develop policy, infrastructure, systems, and training to address other conduct of concern. The reporting and resolution processes must ensure a sufficient documentation system to track responsiveness, patterns, and trends. This information will be tracked and analyzed on at least an annual basis to inform the need for remedial actions regarding culture and climate, targeted prevention and education programming, and ongoing issues of concern.

- Project Leader: Led jointly by Dr. Erika Gravett, AVP for Human Resources and Michelle Hunt, AVP for Faculty Affairs
- Stakeholder Offices: Members of the President's Administrative Team charged a taskforce
- Anticipated Project Completion: The taskforce began meeting in Fall 2023 and identified the need to expand membership to include faculty, staff and student representation.
- Priority Level: 2
- Status: Ongoing
- Resources Needed: Forthcoming systemwide guidance will be reviewed and incorporated when available.
- Notes/Solutions: TBD once recommendations are reviewed and approved.

ⁱ United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/sanmarcoscitycalifornia/PST045221>, population estimate as of July 1, 2023. This report will be updated to reflect material inaccuracies brought to our attention on or before September 15, 2023.

ⁱⁱ United States Census Bureau, <https://www.census.gov/quickfacts/fact/table/sandiegocountycalifornia/PST045221>, population estimate as of July 1, 2023.

ⁱⁱⁱ Defined as a territory outside a Principal City and inside an Urbanized Area with population of 250,000 or more. See National Center for Education Statistics, <https://nces.ed.gov/programs/edge/Geographic/LocaleBoundaries> and <https://nces.ed.gov/surveys/annualreports/topical-studies/locale/definitions>.

^{iv} HSIs are defined under the Higher Education Act as colleges or universities where at least 25% of the undergraduate, full-time enrollment is Hispanic; and at least half of the university's degree-seeking students must be low-income. See <https://www2.ed.gov/about/offices/list/ope/itudes/eligibility.html>.

^v AANAPISIs are defined under the Higher Education Act as colleges or universities with an undergraduate enrollment that is at least 10% Asian American and Native American Pacific Islander. Additionally, at least half of the University's degree-seeking students must be low-income. See <https://www2.ed.gov/programs/aanapi/eligibility.html>.

^{vi} California State University Enrollment Data, Fall 2023, Cal State San Marcos: https://tableau.calstate.edu/views/SelfEnrollmentDashboard/EnrollmentSummary?iframeSizedToWindow=true&%3Aembed=y&%3AshowAppBanner=false&%3Adisplay_count=no&%3AshowVizHome=no. For purposes of this table, "state-supported" refers to students for whom the State of California underwrites some or all of their educational expenses and "self-supported" refers to students whose educational expenses are not underwritten by the state. Across the California State University system, with some exceptions, self-supported degree seeking students are generally those enrolled in programs administered by professional and continuing education programs.

^{vii} *Id.* This data includes students at the undergraduate, graduate, and post-baccalaureate levels.

^{viii} California State University, CSU Faculty, Fall 2023. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-faculty>, except where noted otherwise.

^{ix} California State University, CSU Workforce, Fall 2022. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-workforce/Pages/default.aspx>. See “Headcount/FTE by Campus” tab.

^x California State University, CSU Workforce, Fall 2023. See <https://www.calstate.edu/csu-system/faculty-staff/employee-profile/csu-workforce/Pages/default.aspx>. See “Headcount/FTE by Campus” tab.