



California State University
SAN MARCOS

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Date: June 11, 2025

To: Lele Yutzy, Senior Systemwide Civil Rights Director, CSU Chancellor's Office

From: Dr. Viridiana Diaz, Vice President for Student Affairs and Implementation Team Co-Chair
Dr. Bridget Blanshan, Associate Vice President for Student Affairs and Implementation Team Co-Chair
Sarah Clegg, Interim Assistant Vice President for Title IX & DHR

Re: Implementation Plan Status Report

Cc: Devon Myers, Civil Rights Attorney, Office of General Counsel

Below is a status report on the CSU San Marcos Implementation Plan that highlights key accomplishments and milestones during the past six months. A copy of the University Implementation Plan has also been included for your review.

Infrastructure and Resources

- I. The TIX/DHR Personnel Plan includes six key personnel focused on specific areas of prevention and support, with cross training to allow for an 'all hands-on deck' approach as needed to ensure timely and appropriate support. Those positions are reflected in the organizational chart, and include:
 - AVP Title IX and DHR who oversees cases, investigations, reports, and hearings. – *CSUSM has hired a full-time permanent AVP for Title IX & DHR. Sarah Clegg, who previously served as the Interim AVP, will assume the permanent role as of June 15, 2025.*
 - Deputy TIX/DHR Administrator who conducts Title IX/DHR intakes, outreach, and investigations. – *This search has been placed on hold. The position is currently filled by a special consultant who will remain in the position through Summer 2026.*

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- Director of Compliance who is responsible for case creation, tracking, and documentation. – *Position has been filled by existing personnel*
 - Intake and Support Coordinator who coordinates outreach, intakes, and supportive measures for all parties. – *Position has been filled by existing personnel*
 - Case Resolution Manager who conducts Title IX/DHR intakes, outreach, and investigations. – *Position has been filled with an interim appointment.*
 - Prevention and Training Coordinator who conducts educational outreach and trainings. – *Position is open. CSUSM conducted a recruitment for this position in Spring 2025 which resulted in a failed search. The campus will re-post the position as soon as possible.*
 - .5 FTE Confidential Administrative Specialist position will provide administrative support for the office. – *Position has been filled by existing personnel.*
2. Deputy Title IX/DHR Coordinator Program: To establish points of contact within key units on campus, such as Athletics, Housing, Human Resources, and Student Life, the CSUSM Title IX/DHR Office has created an adaptable Deputy Title IX Coordinator position description. This supplemental role assigned to individuals within those areas will increase prevention, education, and reporting options by leveraging the relationships that the deputies have established with the populations they serve and providing them with a working knowledge of Title IX/DHR policies and procedures.
 3. To address records management, we continue with the use of our current Maxient Case Management platform to create, manage, and document cases from start to finish. We have continued to use internally shared case tracking systems to monitor timelines and ensure every step of the process moves forward in a timely manner. The department holds weekly case management meetings and meets weekly with our Systemwide Civil Rights team to review current cases.

Strengthen Internal Protocols

1. The expanded use of our Maxient Case Management Platform and case tracking systems that were already mentioned also address this set of recommendations. The case tracking system was a direct result of a case resolution mapping process that identified every step of the process from initial report and intake meeting through to the investigation and case resolution steps. The case resolution mapping process also allows us to identify and address issues related to timeliness, conflicts, gaps in communications, or inconsistencies in our processes when assessed against our own standards for performance and our peer institutions.

2. The Title IX/DHR office staff hold regular “Process Improvement” meetings. In meeting during the Spring 2025 semester, the team developed a plan in the form of flow charts and process mapping to fulfill CSU Non-Discrimination Policy requirements, including student and employee procedures, while operating within their roles and staffing constraints. They divided responsibilities fairly, incorporated backups, and aimed to provide trauma-informed services to students and employees.
3. Establishing a Title IX/DHR Process Advisor Cohort: To provide effective guidance and support for both complainants and respondents the CSUSM Title IX/DHR Office is creating a Process Advisors program. Process Advisors will be trained to have a working knowledge of Title IX/DHR procedures and an awareness of available resources on campus and in the community so that they can provide support and guidance as individuals navigate our processes. A position description has been created and will be finalized this summer, with plans to announce a call for volunteers in the Fall.
4. The office conducted a review of open cases to determine what steps remained to close them, such as uploading notes or final outreach to students to offer supportive measures. As a result of this review, the office was able to close all open cases up through Fall 2025.
5. Our campus CARE team currently fulfills the functions of a multidisciplinary team, and conversations will continue about how to most effectively implement this recommendation in a manner that best serves the needs of our campus.

Communications

1. The campus created a Title IX/DHR Branding, Visibility, and Awareness work group made up of student, faculty, and staff representatives. The group met bi-monthly and created a report with recommendations at the conclusion of their work. The group’s report is attached. Those recommendations have been shared with the campus Implementation Team as well as senior leadership. Discussions on implementing the teams’ recommendations will occur through the summer months.
2. Leveraging the College of Business Senior Capstone Program: To address the objectives of enhancing the visibility of the CSUSM Title IX/DHR Office and build greater awareness of its role and services across campus, the Office is submitting a project proposal for to the College of Business Senior Capstone program. If selected, the cross-discipline Senior Capstone project team will develop a multimedia marketing campaign tailored to our campus culture and the students, faculty, and staff that we serve.

Prevention Education, Professional Development, Training and Awareness

1. Creation of a Prevention and Training Coordinator who will conduct educational outreach and trainings. – Position is open, recruitment is ongoing

2. In partnership with University Athletics, the Title IX Office surveyed student-athletes to assess the climate in Athletics and perceptions of safety from harassment to guide further training and prevention efforts.
3. Since January 2025, the Title IX/DHR team has done two in-person trainings (noted below in yellow) and Title IX/DHR team members have attended several professional development events:

Title IX DHR Overview - Training provided to Coaches and Athletics Staff	February 12, 2025
Title IX Reporting Process & Q/A – Training provided to Hope and Wellness Peer Mentors	January 16, 2025
TIX/DRH Office Clery Training	January 10, 2025
CSU Civil Rights: Interim Nondiscrimination Policy Orientation	March 14, 2025
ATIXA Investigator Training	April 7 & 8, 2025
Policy Synergy: Title IX & the Clery Act	April 8, 2025
CSU Civil Rights: Scoping Investigations & Notices of Investigation Confirmation	May 2, 2025
CSU Civil Rights: Organizing & Planning an Investigation: Ensuring a Prompt and Thorough Resolution of a Complaint	May 16, 2025
Trauma Informed Care Practices	May 23, 2025
T9 Mastered: Analyzing the Elements of Title IX Sexual Harassment	May 28, 2025

Other Conduct of Concern

- I. The campus has hired an inaugural Director of Conflict Resolution who will play a pivotal role in fostering a culture of integrity, compassion, and responsibility throughout the University and respond to incidents that constitute Other Conduct of Concern. This position reports to the Associate Vice President for Faculty Affairs, and meets regularly with the AVP for Title IX/DHR

Budget & Fiscal Resources

