

Recommendation	Action(s) Taken	Progress Assessment
<b>RECOMMENDATIONS FOR BEST PRACTICE CONSIDERATIONS: ORGANIZATION</b>		
<p>Establish a clear identity for the office and the role of the Title IX Coordinator. This would require separation from other student affairs related job functions and role identifications for the Title IX Coordinator.</p>	<p>Developed an Assistant Vice President for Title IX/DHR position.</p> <p>Successfully hired permanent AVP for Title IX/DHR in June 2024.</p>	<p>Completed.</p> <p>Success in the role will be assessed through annual AVP for Title IX/DHR performance evaluation, annual CSU reports, and feedback from campus stakeholders.</p>
<p>The Title IX Office should not include multiple student affairs-based operations, rather only oversight over other compliance based institutional harassment and discrimination policies and procedures.</p>	<p>A stand-alone office with oversight over compliance based institutional harassment and discrimination policies and procedures has been established.</p>	<p>Completed.</p> <p>Ongoing workload reviews will be conducted to ensure a focus on oversight over compliance based institutional harassment and discrimination policies and procedures is maintained.</p>
<p>The office title should appropriately reflect the scope of compliance oversight in addition to Title IX.</p>	<p>Campus feedback on potential names for the office has been collected, and a new name has been proposed for administrative approval.</p>	<p>In progress.</p> <p>Upon approval of proposed name, subsequent socialization across the campus community for awareness and adoption will be assessed as part of an overall departmental marketing campaign.</p>
<p>Maintain a high-profile position answering to a senior administrative officer, with a dotted line to the president that would allow the Title IX Coordinator to bypass their direct supervisor on urgent/significant Title IX matters and address them directly to the President.</p>	<p>The AVP for Title IX/DHR has direct reporting lines to the VP for Student Affairs, with indirect lines to the Provost, VP Finance and Administration, and President.</p>	<p>Completed.</p> <p>In addition to recurring monthly meetings with the President, Chief of Staff, and VP Student affairs, issues for Presidential awareness are directly relayed to the President and/or Chief of Staff as needed.</p>
<p>The Title IX operation within the Student Affairs Division will require additional outreach to CSUSM employees to ensure their comfort level reporting discrimination and harassment issues to the Title IX Office and assurance they will also receive appropriate supportive measures. The Title IX Coordinator is to have significant authority and</p>	<p>The AVP for Title IX/DHR has indirect reporting lines to the Provost, VP Finance and Administration, and President and frequently meets with Academic Deans. This allows for information sharing and collaboration on outcomes as appropriate.</p>	<p>Completed.</p> <p>Issues for academic or administrative departmental awareness are directly reviewed for action with the appropriate individuals as needed.</p>

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contact with academic and administrative departments.		
<p>Staffing and organization of a Title IX/DHR Office should include:</p> <ul style="list-style-type: none"> <li>• Title IX Coordinator</li> <li>• Case Manager</li> <li>• At least one full-time trained investigator</li> </ul> <p>An administrative assistant</p>	<p>Staffing enhancements include appointing the following positions:</p> <ul style="list-style-type: none"> <li>• AVP for Title IX/DHR</li> <li>• Interim Deputy Title IX/DHR Coordinator</li> <li>• Interim Case Resolution Manager/Investigator</li> <li>• Director of Compliance</li> <li>• Interim Director of Prevention &amp; Education</li> <li>• Intake &amp; Support Coordinator</li> <li>• .5 FTE Administrative Assistant</li> </ul>	<p>Completed.</p> <p>Workloads are assessed during 1:1 meetings with the AVP and weekly staff meetings to ensure timeliness and quality of outcomes.</p> <p>Individual performance is evaluated through annual performance evaluations.</p> <p>Departmental performance is assessed through annual CSU reports, program reviews, Civil Rights Office response checks, and stakeholder feedback.</p>
<p>Provide victim advocates from the Counseling Center not only accompany Complainants to initial meetings with Complainants as they currently do, but also to work with the Complainant through the entire process if the Complainant desires.</p>	<p>The Confidential Victim Advocate serves as a support advisor throughout the process, up to and including during hearings.</p>	<p>Completed.</p> <p>Ongoing assessment of workload capacity for Advocate to meet demand.</p> <p>Feedback from supported parties regarding quality of support.</p>
<p>Appoint departmental liaisons in the areas of Student Affairs, Academic Affairs, Human Resources and Athletics to serve as a part of the Title IX team.</p>	<p>The CSUSM Title IX/DHR Office has created an adaptable Deputy Title IX Coordinator position description to establish points of contact within key units on campus, such as Athletics, Housing, Human Resources, and Student Life to increase prevention, education, and reporting options.</p>	<p>In progress.</p> <p>Implementation will be assessed through the successful appointment of Deputy Title IX Coordinators in each identified area, evidence of increased prevention and educational efforts.</p>
<b>RECOMMENDATIONS FOR BEST PRACTICE CONSIDERATIONS: COMMUNICATION</b>		
<p>The initial outreach letter to a Complainant following a 3rd party report of a potential violation of Title IX or other allegation of</p>	<p>All impacted parties/complainants are sent a brief and trauma-informed outreach email with an</p>	<p>Complete.</p> <p>The outreach email template is periodically reviewed to ensure the</p>

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<p>harassment, discrimination or retaliation should be welcoming but brief and should either reference a subsequent communication that contains all the required notice elements from the Title IX regulations, or it should provide a link or attachments with these details in the original letter.</p>	<p>invitation to an intake and assessment meeting. Attachments to that email include required notices and information about available on and off campus resources. Up to two additional outreach messages will be sent to nonresponsive complainants emphasizing that the invitation to meet for intake is open ended.</p>	<p>information is compliant with Systemwide policy, and to ensure a trauma-informed message and tone.</p>
<p>Develop a response letter to be sent to all 3<sup>rd</sup> party reporters, including mandatory reporters, when the Title IX office connects with the referred student or when the Title IX office reaches out to the referred student.</p>	<p>A report confirmation message is sent to 3<sup>rd</sup> party reporters acknowledging receipt of the report and that they have fulfilled their reporting requirements.</p>	<p>Complete.  Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>
<p>Implement a process to ensure notice to the Complainant and Respondent of each action taken and each decision point in the entire process is provided simultaneously to each party and identify who will be the point-person to deliver decision information.</p>	<p>Notice to the Complainant and Respondent of each action taken and each decision point in the entire process is provided simultaneously to each party by the appropriate staff member.</p>	<p>Complete.  Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>
<p>Maintain ongoing communication throughout the process with the Complainant and Respondent to ensure the parties are fully informed of the status of the proceedings.</p>	<p>Ongoing communication throughout the process is maintained with the Complainant and Respondent to ensure the parties are fully informed of the status of the proceedings. In compliance with Systemwide guidance, parties receive at minimum a monthly update on the status of their case. Additionally, the CaselQ case management system allows parties to log in to a portal to see the status of their case as it progresses.</p>	<p>Complete.  Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>

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<p>Establish a method for communicating decisions with each party. Parties should not be blindsided by opening an e-mail to learn about findings or other information that may be upsetting or create anxiety, nor should they be fearful of opening their mail. Therefore, the Title IX Office should reach out to each party and schedule an in-person meeting or zoom meeting to discuss critical decision points in the process or alternatively notify the parties the time that a decision letter will be posted to their email.</p>	<p>Email communications are sent to parties prior to the delivery of decision notices to inform them of the pending notice of outcome. This communication includes an invitation to meet with the appropriate staff to discuss the decision and potential next steps to ensure understanding by the parties.</p>	<p>Complete.</p> <p>Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>
<b>RECOMMENDATIONS FOR BEST PRACTICE CONSIDERATIONS: SUPPORTIVE MEASURES</b>		
<p>Ensure supportive measures are made available to anyone making a report, even if that individual is not making a formal complaint, and prior to an initial assessment to determine if the allegation falls under the Title IX rubric.</p>	<p>Supportive service options are reviewed during initial intake meetings and available to both the complainant and respondent at any time, whether a formal complaint is made or not.</p>	<p>Complete.</p> <p>Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>
<p>Create detailed documentation in the database of the supportive measures provided to the party. This would include who implemented the support, the date the supportive measures were provided and any additional relevant details.</p>	<p>Supportive resources are fully documented in case notes and are tracked for follow-up and modifications as needed by the parties.</p>	<p>Complete.</p> <p>Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>
<p>Ensure that supportive measures follow the parties through the process.</p>	<p>Supportive resources are fully documented in case notes and are tracked for follow-up and modifications as needed by the parties throughout the process and beyond as appropriate.</p>	<p>Complete.</p> <p>Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>
<b>RECOMMENDATIONS FOR BEST PRACTICE CONSIDERATIONS: TIMELINESS</b>		
<p>Alleviate some of the anxiety of the parties through intentional communication to the parties of the</p>	<p>Ongoing communication throughout the process is maintained with the</p>	<p>Complete.</p> <p>Assessed through periodic program</p>

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<p>status of the adjudication process and engage in ongoing communication with the parties to keep them informed of progress and timing.</p>	<p>Complainant and Respondent to ensure the parties are fully informed of the status of the proceedings. In addition, the CaselQ case management system allows reporting parties to create an account and log into the system to monitor the progress of their case.</p>	<p>reviews conducted by the CSU and internally during case audits.</p>
<b>RECOMMENDATIONS FOR BEST PRACTICE CONSIDERATIONS: DOCUMENTATION</b>		
<p>Receive documentation of all decisions made in the Title IX/DHR process that occur externally to the Title IX/DHR Office and enter that into the case management database.</p>	<p>Decisions made by Student Conduct, Housing, Faculty Affairs, Human Resources, and other external units emerging from the Title IX/DHR process are documented in the case management system when provided and appropriate.</p>	<p>Complete.  Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>
<p>Maintain documentation of cases in sufficient detail to assess if reported conduct is substantially similar to prior conduct reported about an individual.</p>	<p>A case file review is conducted during case creation to identify repeat respondents. Where appropriate repeat respondents will be elevated for risk assessment with the CSUSM CARE Team.</p>	<p>Complete.  Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>
<b>RECOMMENDATIONS FOR BEST PRACTICE CONSIDERATIONS: CLARITY OF PROCESS</b>		
<p>Develop targeted strategies to inform and assist others outside the Title IX/DHR administration to understand the process more fully by focusing on providing essential information to individuals who need specific information (such as mandatory reporters).</p>	<p>In spring 2025 a Title IX/DHR Branding, Visibility &amp; Community Awareness work group developed an action plan to increase educational outreach and awareness of Title IX/DHR related information.</p> <p>In fall 2025 the College of Business Administration Senior Experience team developed a marketing plan with the same goal.</p> <p>In spring 2026 a Prevention and Training Director was</p>	<p>In progress.  The Prevention and Training Director will take the lead on assessing the campus community’s awareness and understanding of the role and functions of the Title IX/DHR Office using existing data as a baseline and through ongoing assessment of the campus community.</p>

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<p>Create a checklist for each of the elements through the process to maintain documentation of the progression of a case and documentation of the timing of each step which would also be beneficial when auditing the process for timeliness to determine where delays may exist.</p>	<p>The CSU Systemwide Civil Rights Office has provided guidance documents have been modified for departmental use to ensure not only compliance with legal and policy requirements but to also improve departmental processes and timeliness of outcomes.</p>	<p>Complete.</p> <p>Assessed through periodic program reviews conducted by the CSU and internally during case audits.</p>