

Dear Coyotes and Colleagues,

As part of a systemwide effort across our 23 California State University campuses, the Cozen O'Connor Institutional Response Group has assessed how we respond to reports and incidents of discrimination and harassment.

Through a series of interviews, campus visits, survey results and email feedback, Cozen O'Connor has identified core observations for improvements at both the system and campus levels. The recommendations from this assessment will guide us as we improve our Title IX and Discrimination, Harassment and Retaliation (DHR) training, awareness, prevention, intervention, compliance and support systems, including an enhanced web presence.

With appreciation for your candid feedback and ongoing engagement throughout this process, I write to update you on our continued efforts to nurture and strengthen our culture of caring, safety, belonging and respect at Cal State San Bernardino.

**The full written report of the systemwide Cozen O'Connor assessment, including a summary report and a separate report concerning CSUSB, can now be found on the [CSU's Commitment to Change \[calstate.edu\]](https://calstate.edu) website. The CSUSB report is also available on [CSUSB's Institutional Equity and Compliance website](https://csusb.edu).**

In addition, on May 24, Cozen O'Connor presented to the Board of Trustees an initial [overview \[calstate.edu\]](https://calstate.edu) of their assessment. *(View a recording of the presentation here: [https://youtu.be/37GVdhqjn5o \[youtu.be\]](https://youtu.be/37GVdhqjn5o). Cozen section begins at 23:15.)*

As recommended to us in terms of formation and composition by Cozen O'Connor after their CSUSB visit, CSUSB has already convened an implementation team which comprises a broad cross-section of campus faculty, staff and students. The team has already held several meetings to ensure we are prepared to move forward expeditiously in reviewing and taking action on the recommendations provided by the reports.

With these important findings of the Cozen O'Connor Report now in hand, the implementation team has begun working on the recommendations. Key areas of focus and action over the months to come will include:

- Increasing Awareness and Visibility of Institutional Equity and Compliance
- Strengthening Internal Protocols and Coordination with Campus Partners
- Addressing the "Trust Gap"
- Developing and Coordinating Prevention and Education Programming
- Developing a System to Address Other Conduct of Concern

This work will be very challenging but will help us better serve our campus community as a result. My trust, full support and thanks go to the Institutional Equity and Compliance team and

the implementation team members who have already begun to invest their time, energy and expertise in this vital effort. This plan of action will require substantial planning, additional resources and personnel, and will be accomplished in stages. We will continue to share our progress and specific plans as they are developed and evolve.

Thank you again for helping to ensure Cal State San Bernardino is a safe and inclusive place, where all of us can thrive.

Sincerely,

**Tomás D. Morales**

President