AMERICANS WITH DISABILITIES ACT COMPLIANCE

SYSTEMWIDE

Audit Report 11-49
March 2, 2012

Members, Committee on Audit

Henry Mendoza, Chair
William Hauck    Steven M. Glazer
Glen O. Toney

Staff

University Auditor: Larry Mandel
Senior Director: Michelle Schlack
Audit Manager: Michael Zachary
Senior Auditors: Ann Hough and Dane MacDonald

BOARD OF TRUSTEES
THE CALIFORNIA STATE UNIVERSITY
CONTENTS

Executive Summary ...................................................................................................................................... 1

Introduction ................................................................................................................................................... 2
  Background ............................................................................................................................................... 2
  Purpose ...................................................................................................................................................... 4
  Scope and Methodology ............................................................................................................................ 6

OBSERVATIONS, RECOMMENDATIONS, AND MANAGEMENT RESPONSES

General Control Environment ....................................................................................................................... 8
  Programmatic Responsibilities for Americans with Disabilities Act Compliance ........................................ 8
  Non-Discrimination Training .................................................................................................................... 9
  Administration of the ADA Systemwide Advisory Committee .................................................................. 10
CONTENTS

APPENDICES

APPENDIX A: Personnel Contacted
APPENDIX B: Management Response
APPENDIX C: Chancellor’s Acceptance

ABBREVIATIONS

AA Academic Affairs
ADA Americans with Disabilities Act
ATI Accessible Technology Initiative
CO Office of the Chancellor
Committee Systemwide Advisory Committee on Services to Students with Disabilities
CSU California State University
EO Executive Order
HR Human Resources
**EXECUTIVE SUMMARY**

As a result of a systemwide risk assessment conducted by the Office of the University Auditor during the last quarter of 2010, the Board of Trustees, at its January 2011 meeting, directed that *Americans with Disabilities Act (ADA) Compliance* be reviewed. The Office of the University Auditor had previously reviewed ADA activities as part of the 2002 audits of *Disability Support and Accommodations* at ten campuses.

We visited six campuses from April 18, 2011, through September 16, 2011, and audited the procedures in effect at that time. Campus-specific findings and recommendations have been discussed and reported individually.

Our study and evaluation revealed certain conditions that, in our opinion, could result in significant errors and irregularities if not corrected. Specifically, the CSU was operating without clearly defined programmatic responsibilities for ADA compliance, and recommendations in systemwide policies for non-discrimination training were not always followed by the campuses. Additionally, administration of the Systemwide Advisory Committee on Services to Students with Disabilities needed improvement. These conditions are described in the executive summary and body of this report. In our opinion, except for the effect of the weaknesses described above, the operational and administrative controls for ADA activities in effect as of September 16, 2011, taken as a whole, were sufficient to meet the objectives stated in the “Purpose” section of this report.

As a result of changing conditions and the degree of compliance with procedures, the effectiveness of controls changes over time. Specific limitations that may hinder the effectiveness of an otherwise adequate system of controls include, but are not limited to, resource constraints, faulty judgments, unintentional errors, circumvention by collusion, and management overrides. Establishing controls that would prevent all these limitations would not be cost-effective; moreover, an audit may not always detect these limitations.

The following summary provides management with an overview of conditions requiring attention. Areas of review not mentioned in this section were found to be satisfactory. Numbers in brackets [ ] refer to page numbers in the report.

**GENERAL CONTROL ENVIRONMENT [8]**

Programmatic responsibilities and ownership for ADA compliance had not been clearly defined at the Office of the Chancellor, nor had they been documented in systemwide policies. Additionally, recommendations in Executive Order 883 for non-discrimination training were not being followed. Finally, administration of the Systemwide Advisory Committee on Services to Students with Disabilities (Committee) needed improvement. Specifically, observations and recommendations identified at periodic Committee meetings were not sufficiently escalated to executive management for systemwide resolution, the Committee chairperson’s reappointments had not been documented in a letter from the chancellor, and summary minutes for the fall 2010 and spring 2011 Committee meetings were not prepared in a timely fashion.
INTRODUCTION

BACKGROUND

In 1973, Congress adopted the Rehabilitation Act, prohibiting discrimination on the basis of disability and ensuring equal opportunity for people with disabilities at any federal agency, including any program or institution that receives federal funds. Section 504 of the Rehabilitation Act ensures certain civil rights for people with disabilities, including access to federally funded programs or activities. In June 1977, the federal government issued regulations implementing Section 504, and in response, California State University (CSU) campuses prepared self-evaluations identifying the steps that would ensure that students with disabilities had equal access to educational opportunities.

In March 1980, CSU developed a policy statement, the Policy for the Provision of Services to Students with Disabilities, that formalized the objectives of the Disabled Students Program: to increase the enrollment of students with disabilities in the total student population, and to facilitate their access to all educational programs. It also detailed program goals and objectives, definitions of disabilities, and support services to be offered. In 1980, the CSU Systemwide Advisory Committee on Services to Students with Disabilities was established. The Policy for the Provision of Services to Students with Disabilities was revised in 1989, in part to incorporate disability services identified in 1987’s Assembly Bill 746, State Funded Disabled Student Programs and Services.

In 1990, the federal government enacted the Americans with Disabilities Act (ADA), which reaffirmed Section 504 of the Rehabilitation Act of 1973 and extended the discrimination prohibition to businesses and organizations that do not receive federal funds. The ADA also detailed additional criteria in the areas of employment, new construction or renovation, transportation, and telecommunications; and for public entities that employ 50 or more people, it required the appointment of an ADA coordinator, a self-evaluation, and a transition plan to itemize compliance steps.

In August 1998, President Bill Clinton signed into law the Rehabilitation Act Amendments of 1998. Among other things, the law requires federally funded programs and services to provide people with disabilities access to electronic and information technology. It also strengthened Section 508 of the Rehabilitation Act, which was enacted to eliminate barriers in information technology, make new opportunities available for people with disabilities, and encourage development of technologies that will help achieve these goals. The law applies to all federal agencies, which must ensure that any electronic and information technology that is developed, procured, maintained, or used is accessible to employees and members of the public with disabilities. Section 508 also describes various means for disseminating information, including computers, software, and electronic office equipment. It applies to, but is not solely focused on, federal web pages on the Internet. The law does not apply to private industry or state and local government, but those entities must comply with the law if they are receiving federal funds or under contract with a federal agency. Government Code §11135 requires the CSU and other state governmental entities to comply with the accessibility requirements of Section 508 of the Rehabilitation Act of 1973, as amended.

In 2004, the CSU implemented Executive Order 926, Policy on Disability Support and Accommodations, to make information technology resources and services accessible to all CSU students, faculty, and staff, as well as the general public. Concurrently, the CSU developed the Center for Accessible Media to help expedite the delivery of electronic instructional texts to eligible CSU students with disabilities. In
January 2006, the CSU launched its Accessible Technology Initiative (ATI) in order to develop the work plan, guidance, and resources to assist campuses in carrying out the accessible technology provisions of its revised Policy on Disability Support and Accommodations. CSU ATI plans are continuously developing and were revised and extended through policy every year from 2007 to 2010 based on experiences reported by the campuses and the understanding that ATI requirements and milestones should be flexible, allowing campuses to follow different plans for accomplishing them. It is anticipated that ATI will continue to evolve as new needs are identified.

In September 2008, the ADA Amendments Act of 2008 was signed into law, and it became effective on January 1, 2009. The amendments clarified and reiterated who is covered by the law’s civil rights protections and revises the definition of “disability” to more broadly encompass impairments that substantially limit a major life activity. The amended language also states that mitigating measures, including assistive devices, auxiliary aids, accommodations, medical therapies, and supplies have no bearing in determining whether a disability qualifies under the law.
PURPOSE

Our overall audit objective was to ascertain the effectiveness of existing policies and procedures related to ADA compliance and to determine the adequacy of controls over related processes to ensure compliance with relevant governmental regulations, Trustee policy, Office of the Chancellor directives, and campus procedures.

Within the audit objective, specific goals included determining whether:

- Administration of ADA compliance incorporates a defined mission, stated goals and objectives, and clear lines of organizational authority and responsibility, as well as formation of an Advisory Committee on Services to Students with Disabilities, a standing committee on Disability Access and Compliance, and an ATI Steering Committee.

- Policies and procedures are current and comprehensive, and distribution procedures are effective.

- The adequacy of and satisfaction with the ADA program are consistently monitored and assessed.

- Campus notification and complaints processes ensure appropriate compliance with regulatory requirements, as well as timely and adequate resolution of noted disability-related issues.

- People and campus areas providing disabled student services possess the necessary qualifications and are appropriately trained and aware of their roles and responsibilities.

- Reasonable access and accommodations are provided to applicants and employees in compliance with Title I of the ADA, and student disability services comply with state law, as well as CSU and campus policies.

- Verification of disabilities is timely and adequately performed, and appropriate documentation is provided in compliance with CSU and campus policies.

- Disability information and records are properly maintained, safeguarded, and retained in accordance with state and federal regulations and CSU policy.

- Campus programs, services, and activities are readily accessible to all people, and auxiliary aids and other equipment for people with disabilities are properly maintained and safeguarded.

- Campus disaster and evacuation plans include evacuation procedures for people with disabilities.

- Budgeting procedures adequately address program funding and ensure effective accounting and management control, and grant funds are administered in compliance with sponsor agreements.

- Chargebacks for disability support services are complete and accurate, valued properly, and processed in a timely manner, and credit is received.
The campus has developed and documented an ATI implementation plan, including ongoing updates and monitoring through self-assessments.

Equally effective alternative access to programs and facilities is developed, documented, and communicated.

Procedures to ensure compliance with the accessible electronic and information technology procurement program are adequate.

Campus training for ATI is adequate.
SCOPE AND METHODOLOGY

The proposed scope of the audit as presented in Attachment A, Audit Agenda Item 2 of the January 25 and 26, 2011, meeting of the Committee on Audit stated that ADA compliance includes compliance with federal, state, and local rules and regulations that relate to the ADA of 1990 (Title 42). Of primary concern is appropriateness of systemwide guidance, management culture, facility specifications and accommodations, program access considerations, and compliance with reporting standards and requirements. Proposed audit scope would include review of Trustee policy, systemwide directives, and campus policies and procedures; examination of management compliance efforts; review of facility initial or modification design process; analysis of reported campus and systemwide statistics; and testing of reasonable accommodation efforts.

Our study and evaluation were conducted in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors, and included the audit tests we considered necessary in determining that accounting and administrative controls are in place and operative. This review emphasized, but was not limited to, compliance with state and federal laws, Board of Trustee policies, and Office of the Chancellor policies, letters, and directives. The audit focused on procedures in effect from July 1, 2008, through May 13, 2011.

A preliminary risk assessment of campus ADA compliance information was used to select for our audit testing those areas or activities with highest risk. This assessment was based upon a systematic process using management’s feedback and professional judgments on probable adverse conditions and other pertinent information, including prior audit history in this area. We sought to assign higher review priorities to activities with higher risks. As a result, not all risks identified were included within the scope of our review.

Based upon this assessment of risks, we specifically included within the scope of our review the following:

- Monitoring of the quality and effectiveness of campus ADA program services.
- Resolution of complaints and grievances relating to program and physical accessibility.
- Qualifications of services to students with disabilities staff and campuswide training practices.
- Provision of reasonable access and accommodations to applicants and employees.
- Verification of disabilities and providing (or declining) of services to students with disabilities.
- Maintenance and protection of disability information from unauthorized disclosure.
- Provision of programs, services, and activities that are readily accessible to disabled individuals.
- Administration of program and grant funds for ADA compliance.
- Processing and collection of chargebacks for ADA-related services provided to self-supporting operations.
- Recording, safeguarding, and maintenance of inventory for auxiliary aids and equipment.
- Ongoing updates and monitoring of the ATI implementation plan.
- Prioritization of ATI implementation tasks and plans.
- Development, documentation, and communication of equally effective alternative access.
- Adequacy of ATI training.
- Compliance with the accessible electronic and information technology procurement program.
During the course of the audit, we visited six campuses: Channel Islands, Long Beach, Los Angeles, San Bernardino, San Diego, and San Marcos. We interviewed campus personnel and audited procedures in effect at the time of audit.
OBSERVATIONS, RECOMMENDATIONS, AND MANAGEMENT RESPONSES

GENERAL CONTROL ENVIRONMENT

PROGRAMMATIC RESPONSIBILITIES FOR AMERICANS WITH DISABILITIES ACT COMPLIANCE

Programmatic responsibilities and ownership for Americans with Disabilities Act (ADA) compliance had not been clearly defined at the Office of the Chancellor (CO), nor had they been documented in systemwide policies.

Specifically, we found that no single owner, department, or steering committee had been assigned responsibility for ensuring compliance with ADA policies and procedures, including the adequate resolution of issues noted in internal audit reports or external agency reports, the monitoring of campus ADA accessibility, the viability and maintenance of systemwide and campus ADA policies, and the reporting of systemwide compliance to CO executive management.

Government Code §13402 and §13403 state that management is responsible for establishing and maintaining a system of internal administrative controls, which includes documenting the system, communicating system requirements to employees, and assuring that the system is functioning as prescribed and is modified, as appropriate, for changes in conditions. It further states that administrative controls are the methods through which reasonable assurance can be given that measures adopted by state agency heads to safeguard assets and promote operational efficiency are being followed.

The associate director for student programs, student academic support, academic affairs stated that systemwide policy clearly delineates the responsibilities for disability support and accommodations to the respective administrative divisions. He further stated that in practice, it has been recognized that the absence of a single owner or steering committee to address systemwide ADA issues is necessary because actions taken by individual divisions are interrelated and interdependent. He also stated that currently, there is no established process to effectively communicate recommendations and compliance issues to CO executive management.

Failure to assign programmatic responsibility for ADA compliance increases the risk of misunderstandings related to the performance of duties and functions, inconsistencies in complying with state and federal requirements, inconsistent treatment and handling of issues, and possible litigation and regulatory sanctions.

Recommendation 1

We recommend that the CO clearly define programmatic responsibilities and ownership for ADA compliance and document them in systemwide policies.
Management Response

We concur. A committee of campus and CO experts will review current systemwide policy and recommend an effective approach for assigning programmatic responsibilities and ownership. This will be completed by December 2012.

NON-DISCRIMINATION TRAINING

Recommendations in Executive Order (EO) 883 for non-discrimination training were not being followed.

In May 2001, the CO published EO 774 as the systemwide guidelines for non-discrimination and affirmative action programs in employment. This policy affirmed California State University’s (CSU) commitment to maintaining a consistent and equitable set of employment practices and procedures prohibiting discrimination on the basis of race, color, religion, and other protected categories. In response to the 2002 Disability Support and Accommodations Audit, the CO replaced this policy with more explicit affirmations regarding the CSU’s commitment to non-discrimination on the basis of disability and published EO 883 on October 21, 2003.

Through an analysis of both EOs and our campus reviews, we found that:

- Although EO 883 indicated that the campuses should conduct employee training on the non-discrimination, equal employment, and affirmative action obligations of the CSU, it only recommended that such training be provided to all new employees shortly after their start dates and periodically thereafter. Most of the campuses we reviewed did not document non-discrimination training for newly hired faculty and staff or refresher training for existing faculty and staff based on their belief that such training was not required.

- Campuses had not developed non-discrimination training policies in part because they believed they would have difficulty enforcing such policies in the current labor environment.

- Campuses used disparate methods for developing and delivering employee training programs and could benefit from systemwide support in this area.

EO 883, Systemwide Guidelines for Nondiscrimination and Affirmative Action Programs in Employment, dated October 31, 2003, states that training should cover, but is not limited to, the types of discrimination (including sexual harassment and racial, ethnic, national origin, sex, and disability discrimination), the methods of reporting discrimination, and the respective responsibilities of management and staff in reporting, investigating, and resolving discrimination complaints. It is recommended that training be provided to all new employees shortly after their start dates and periodically thereafter. It is further recommended that information contained in the training be made accessible for reference by current employees annually.

The senior director of advocacy and campus relations/equal employment opportunity/CO-human resources services stated that some campuses may have believed they were not required to provide
non-discrimination training to employees (other than statutorily mandated supervisory training) based on their interpretation of the EO.

Failure to maintain clear and complete policies perpetuates inconsistencies in interpretation and compliance.

**Recommendation 2**

We recommend that the CO:

a. Clarify systemwide expectations for providing non-discrimination training to existing faculty and staff and document such expectations, including the need for campuses to develop commensurate training policies, in systemwide policies.

b. Research the possibility of using web-based technology, similar to the technology that is used for systemwide sexual harassment training, for systemwide non-discrimination training.

**Management Response**

a. EO 883 was developed to communicate the CSU’s commitment to maintaining an environment free of discrimination and harassment. The statement in EO 883 regarding ongoing training of current employees was written in recognition of the fact that campuses may have different training programs as a result of the agreements they reach with the appropriate labor unions through impact bargaining. Management is in agreement with the recommendation to issue a revised EO. This should be completed by December 2012. Implementation of the revised EO is contingent upon reaching agreement with appropriate labor unions following impact bargaining.

b. Management is in agreement with the recommendation to research the possibility of web-based technology, similar to that which is used for supervisory prevention of sexual harassment training. This should be completed by December 2012. The implementation of mandated web-based training or any other training modality is contingent upon reaching agreement with appropriate labor unions following impact bargaining.

**ADMINISTRATION OF THE ADA SYSTEMWIDE ADVISORY COMMITTEE**

Administration of the Systemwide Advisory Committee on Services to Students with Disabilities (Committee) needed improvement.

We noted that:

 Although observations and recommendations were identified at periodic Committee meetings, they were not sufficiently escalated to CO executive management for systemwide resolution.

 The Committee chairperson’s term had renewed five times over the past ten years, but the renewal had not been documented in a reappointment letter from the chancellor, as required by CSU policy.
Summary minutes for the fall 2010 and spring 2011 Committee meetings were not prepared in a timely fashion.

EO 926, The California State University Board of Trustees Policy on Disability Support and Accommodations, dated December 20, 2004, states that a systemwide advisory committee on services to students with disabilities has been established by the Office of the Chancellor to review, evaluate, and recommend systemwide educational and administrative policies that address the needs of students with disabilities.

Coded Memorandum Academic Affairs (AA) 2009-27, Policy for the Provision of Accommodations and Support to Students with Disabilities, dated December 17, 2009, states that the systemwide advisory committee shall meet annually as necessary and maintain and make available summary notes of the meetings. The policy also states that membership should include representation from a variety of campuses and disability categories and that the chair is to be appointed by the chancellor for a two-year term.

The associate director for student programs, student academic support, academic affairs stated that in recent years, academic affairs had experienced frequent turnover in the executive leadership positions, which had an impact on the department’s handling of ADA issues and concerns. He further stated that the lack of an established process in the CO to address issues and concerns from the advisory committee also contributed to recommendations not being escalated to the proper managerial levels. In addition, he stated that student academic support staffing and workload issues greatly contributed to appointment and reappointment letters not being tracked sufficiently and meeting notes not being prepared and distributed in a timely manner, and as a result, an additional staff member for student programs was recently hired. He stated his belief that added resources will greatly improve communications with the advisory committee members and will assist in routing correspondence from the committee to the appropriate management levels within the CO.

Failure to maintain effective administration of the systemwide ADA committee increases the risk that campus programs, services, and activities will not be fully accessible to all individuals.

**Recommendation 3**

We recommend that the CO:

a. Develop and implement a formal reporting relationship with sufficient levels of systemwide management to ensure resolution of Committee recommendations.

b. Obtain a reappointment letter from the chancellor to the Committee chairperson.

c. Develop and implement a procedure for preparing summary Committee meeting minutes.
Management Response

We concur. The CO will develop and formalize a reporting process to ensure committee recommendations are received by the appropriate management levels. The CO will issue a reappointment letter for the committee chairperson and implement procedures for preparing and disseminating committee summary notes in a timely manner. These steps will be completed by December 2012.
### APPENDIX A:
### PERSONNEL CONTACTED

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Office of the Chancellor</strong></td>
<td></td>
</tr>
<tr>
<td>Benjamin F. Quillian</td>
<td>Executive Vice Chancellor and Chief Financial Officer</td>
</tr>
<tr>
<td>Ephraim P. Smith</td>
<td>Executive Vice Chancellor and Chief Academic Officer</td>
</tr>
<tr>
<td>James Blackburn</td>
<td>Interim Assistant Vice Chancellor, Academic Affairs, Student Academic Support (At time of review)</td>
</tr>
<tr>
<td>Gail Brooks</td>
<td>Vice Chancellor, Systemwide Human Resources (HR)</td>
</tr>
<tr>
<td>Ellen Bui</td>
<td>Senior Manager, Equal Employment Opportunity</td>
</tr>
<tr>
<td>Bill Candella</td>
<td>Senior Director, Systemwide Labor and Employee Relations</td>
</tr>
<tr>
<td>Elena Delgado-Amezcu</td>
<td>Administrative Assistant</td>
</tr>
<tr>
<td>Lori Erdman</td>
<td>Chief of Staff, Business and Finance</td>
</tr>
<tr>
<td>Eric Forbes</td>
<td>Assistant Vice Chancellor, Student Academic Support</td>
</tr>
<tr>
<td>Nancy Freelander-Paice</td>
<td>Executive Program and Fiscal Administrator, Capital Planning, Design and Construction</td>
</tr>
<tr>
<td>Bruce Gibson</td>
<td>Senior Director, Advocacy and Campus Relations/ Equal Employment Opportunity/Chancellor’s Office-Human Resources Services</td>
</tr>
<tr>
<td>Ray Murillo</td>
<td>Associate Director for Student Programs, Student Academic Support, Academic Affairs</td>
</tr>
<tr>
<td>Cheryl Pruitt</td>
<td>Director, Accessible Technology Initiative</td>
</tr>
<tr>
<td>Susan Westover</td>
<td>Attorney, Office of General Counsel</td>
</tr>
<tr>
<td><strong>California State University, Channel Islands</strong></td>
<td></td>
</tr>
<tr>
<td>Richard R. Rush</td>
<td>President</td>
</tr>
<tr>
<td>Pamela Abbott-Mouchou</td>
<td>Executive Administrative Assistant</td>
</tr>
<tr>
<td>Gary A. Berg</td>
<td>Associate Vice President and Dean, Extended University</td>
</tr>
<tr>
<td>Michael Berman</td>
<td>Interim Vice President of Finance and Administration, Chief Information Officer (At time of review)</td>
</tr>
<tr>
<td>David Carlson</td>
<td>Associate Architect</td>
</tr>
<tr>
<td>David Chakraborty</td>
<td>Associate Vice President of Operations, Planning and Construction</td>
</tr>
<tr>
<td>Renny Christopher</td>
<td>Vice President for Academic Affairs</td>
</tr>
<tr>
<td>Valeri Cirino-Paez</td>
<td>Assistant Director, Disability Resource Programs</td>
</tr>
<tr>
<td>Jeff Cowgill</td>
<td>Police Sergeant</td>
</tr>
<tr>
<td>Cindy Derrico</td>
<td>Director of Housing and Residential Education</td>
</tr>
<tr>
<td>Caroline Doll</td>
<td>Director of Special Projects, Finance and Administration</td>
</tr>
<tr>
<td>Margaret Driscoll</td>
<td>Course Reserve Coordinator</td>
</tr>
<tr>
<td>Diana Enos</td>
<td>Human Resources Manager</td>
</tr>
<tr>
<td>Judy Frazier</td>
<td>Administrative Analyst, Information Technology</td>
</tr>
<tr>
<td>Jerry Garcia</td>
<td>Information Technology Consultant</td>
</tr>
<tr>
<td>John Gormley</td>
<td>Director of Planning, Design and Construction</td>
</tr>
<tr>
<td>Debbie Gravalle</td>
<td>Assistant to the Dean of Students</td>
</tr>
<tr>
<td>Arjelia Guillen</td>
<td>Disability Accommodations Counselor</td>
</tr>
<tr>
<td>Missy Jarnagin</td>
<td>Associate Vice President, Finance and Budget</td>
</tr>
<tr>
<td>Brianne Keighley</td>
<td>Admissions, Records and Advising Specialist, Extended University</td>
</tr>
</tbody>
</table>
## APPENDIX A: PERSONNEL CONTACTED

### California State University, Channel Islands (cont.)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liz Miller</td>
<td>Associate Director, Residential Education</td>
</tr>
<tr>
<td>Peter Mosinskas</td>
<td>Academic and Information Technology Project Supervisor</td>
</tr>
<tr>
<td>Anna Pavin</td>
<td>Associate Vice President, Human Resources</td>
</tr>
<tr>
<td>Damien Pena</td>
<td>Associate Vice President of Student Affairs, Dean of Students</td>
</tr>
<tr>
<td>Ray Porras</td>
<td>Director, Transportation and Parking Services</td>
</tr>
<tr>
<td>Cathy Strauch</td>
<td>Technical Contract Specialist</td>
</tr>
<tr>
<td>JoAnn Stuermer</td>
<td>Human Resources Recruitment and Training Specialist</td>
</tr>
<tr>
<td>Judy Swanson</td>
<td>Director of Academic Technology</td>
</tr>
<tr>
<td>Dan Wakelee</td>
<td>Assistant Provost</td>
</tr>
<tr>
<td>Eddie Washington</td>
<td>Director of Human Resources Employment Practices</td>
</tr>
<tr>
<td>Ysabel Trinidad</td>
<td>Vice President, Finance and Administration</td>
</tr>
</tbody>
</table>

### California State University, Long Beach

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>F. King Alexander</td>
<td>President</td>
</tr>
<tr>
<td>Terre Allen</td>
<td>Director, Faculty Center for Professional Development</td>
</tr>
<tr>
<td>Scott Apel</td>
<td>Associate Vice President, Human Resources Management</td>
</tr>
<tr>
<td>Susan Brown</td>
<td>Director, Physical Planning and Construction Management</td>
</tr>
<tr>
<td>Eric Bullard</td>
<td>Associate Dean, College of Continuing and Professional Education</td>
</tr>
<tr>
<td>Laurinda Fuller</td>
<td>Director, Purchasing and Financial Services</td>
</tr>
<tr>
<td>Forouzan Golshani</td>
<td>Dean, College of Engineering</td>
</tr>
<tr>
<td>Richard Goodwin</td>
<td>Sergeant, University Police</td>
</tr>
<tr>
<td>Vickie Hamilton</td>
<td>Associate Director, Staff Human Resources</td>
</tr>
<tr>
<td>Holly Harbinger</td>
<td>Associate Vice President, Faculty Affairs</td>
</tr>
<tr>
<td>Jo Ann Harris</td>
<td>Administrative Support Coordinator, Office of Equity and Diversity</td>
</tr>
<tr>
<td>Byron Jackson</td>
<td>Director of Services Management and Operations, Information Technology Services</td>
</tr>
<tr>
<td>Ted Kadowaki</td>
<td>Associate Vice President, Budget and University Services</td>
</tr>
<tr>
<td>Mike Kelly</td>
<td>Associate Director, Design and Minor Capital Projects</td>
</tr>
<tr>
<td>Leslie Kennedy</td>
<td>Director of Instructional Technology Support Services, Academic Technology Services</td>
</tr>
<tr>
<td>Karen Kerr</td>
<td>Assistant Director of Employment, Staff Human Resources</td>
</tr>
<tr>
<td>Ed Lara</td>
<td>Web Development Center Lead, Information Technology Services</td>
</tr>
<tr>
<td>Peter Perbix</td>
<td>Coordinator for Support Services and Advising, Disabled Student Services</td>
</tr>
<tr>
<td>Art Perez</td>
<td>Associate Director, Housing and Residential Life</td>
</tr>
<tr>
<td>Janice Reyes</td>
<td>Manager, Americans with Disabilities Act Compliance, Office of Equity and Diversity</td>
</tr>
<tr>
<td>Carol Roberts-Corb</td>
<td>Director, Housing and Residential Life</td>
</tr>
<tr>
<td>Doug Robinson</td>
<td>Vice President, Student Services</td>
</tr>
<tr>
<td>David Salazar</td>
<td>Associate Vice President, Physical Planning and Facilities Management</td>
</tr>
<tr>
<td>David Sanfilippo</td>
<td>Director, Disabled Student Services</td>
</tr>
<tr>
<td>Aysu Spruill</td>
<td>Director, Internal Audit and Information Security</td>
</tr>
<tr>
<td>Mary Stephens</td>
<td>Vice President, Administration and Finance</td>
</tr>
<tr>
<td>Mary Ann Takemoto</td>
<td>Associate Vice President, Student Services</td>
</tr>
</tbody>
</table>
APPENDIX A: PERSONNEL CONTACTED

California State University, Los Angeles
James M. Rosser  President
Joseph M. Aguirre  Executive Director, University Student Union
David Black  Ph.D. Student, Member of Accessible Technology Initiative Committee
Lisa Chavez  Vice President for Administration and Chief Financial Officer
Kimberly Clapp  Director of Office for Students with Disabilities
Maria Dolores Costa  Director of Faculty Development
Stephen Fleischer  Director of Housing Services
Jose L. Galvan  Dean, College of Extended Studies and International Programs
Tanya Ho  Internal Auditor
Michelle Jordan  Associate Director of Housing Services
Alice K. Kawakami  University Librarian
Gregory King  Director of Public Safety and University Police
Monica Martinez  Equity and Diversity Coordinator
Peter Quan  Vice President and Chief Technology Officer
Victor Quevedo  Information Technology Consultant
Sal Rodriguez  Senior Auditor
Anthony R. Ross  Vice President for Student Affairs
Romelia Salinas  Access Services Librarian
Lisa Sanchez  Assistant Vice President of Human Resources Management
Randy Sharp  Director of Facilities Services
Sylvia Velasquez  Library Facilities Coordinator
Matthew C. Warren  Fiscal Resource Manager, Office of the Vice President for Student Affairs
Holly Yu  Electronic Resources Coordinator

California State University, San Bernardino
Albert K. Karnig  President
Lovellie Almogela  Director, Housing and Residential Life
Patrick Areffi  Executive Director, Associated Students, Inc.
Amid Azhand  Director, Capital Planning, Design and Construction
Jimmie Brown  Chief of Police, University Police
Aaron Burgess  Associate Director, Operations, Santos Manuel Student Union
Cesar Caballero  Dean, Library Administration
Rowena Casis-Woidyla  Manager of Training and Development, Human Resources
Lucas Cuny  Career Development Coordinator, Workability Program
Mark Day  Executive Director, Santos Manuel Student Union
Risa Dickson  Associate Provost for Academic Personnel
Kevin Doyle  Associate Director, Facilities Services
Twillea Evans-Carthen  Manager, HR Programs and Employment
Lorraine Frost  Interim Vice President, Information Resources and Technology
Robert Gardner  Vice President, Administration and Finance/Chief Financial Officer
Rosalia Garza  Counselor, Services to Students With Disabilities
Randy Hanlin  Associate Director, Housing Services, Housing and Residential Life
Kathy Hansen  Director, Procurement and Support Services, Procurement
APPENDIX A: PERSONNEL CONTACTED

California State University, San Bernardino (cont.)
Helga Kray
Associate Vice President, Student Affairs
Beth Jaworski
Director, Services to Students With Disabilities
Jim Monaghan
Assistant Vice President, Academic Technology and Distributed Learning
Ronald Profeta
Associate Director, Parking Services
Tony Simpson
Senior Director, Facilities Services
Melissa Spagnuolo
Confidential Administrative Support, Administration and Finance
Javier Torner
Interim Associate Vice President, Information Resources and Technology
Dennis Robertson
Assistant Director, College of Extended Learning, Extension Programs
Don Soderbloom
Disaster Preparedness Coordinator, University Police
James Stretch
Interim Director, College of Extended Learning, Extension Programs
Rosalinda Torres
Administrative Analyst/Specialist, Academic Personnel
B. Michael Wahl
Associate Director, Capital Planning, Design and Construction
Dale West
Assistant Vice President, HR
Deloren West
Special Projects Coordinator, Parking Services
Franceschell Williams
Administrative Support Coordinator, Capital Planning, Design and Construction
Jenny Zorn
Associate Provost, Academic Programs

California State University, San Marcos
Karen S. Haynes
President
Candace Bebee
Assistant to the Vice President, Finance and Administrative Services
Bridget Blanshan
Associate Vice President and Dean of Students, Student Affairs
Melanie Chu
Associate Librarian, Kellogg Library
Gary Cinnamon
Associate Vice President, Facilities Development and Management
Floyd Dudley
Director, Facility Services
Brad Fenton
Director, Planning Design and Construction
Dawn Formo
Associate Dean for Instruction and Academic Programs, College of Arts and Sciences
Regina Frasca
Director, Risk Management and Safety
Belinda Garcia
Director, Parking and Commuter Services
Linda Hawk
Vice President, Finance and Administrative Services
Troy Holmes
Emergency Manager, Risk Management and Safety
Michelle Hunt
Academic Labor Relations Manager, Academic Resources
Albert Kern
Interim Dean, Extended Learning
Dora Knoblock
Executive Director, University Auxiliary and Research Services Corporation
Kara Kornher
Psychologist and Learning Disabilities Specialist, Disabled Student Services
Suzanne Lingold
Associate Dean, Extended Learning
Teresa Macklin
Director and Information Security Officer, Instructional and Information Technology Services
Lisa McLean
Manager, Human Resources and Equal Opportunity
<table>
<thead>
<tr>
<th>Name</th>
<th>Position and Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lorena Meza</td>
<td>Associate Vice President, Student Academic Support Services</td>
</tr>
<tr>
<td>Dannis Mitchell</td>
<td>Outreach/Multicultural Librarian, Reference/Information Literacy Program</td>
</tr>
<tr>
<td>Isabel Newberg</td>
<td>Director, Procurement and Support Services</td>
</tr>
<tr>
<td>Pamela Ohrazda</td>
<td>Buyer, Procurement and Support Services</td>
</tr>
<tr>
<td>Sara Quinn</td>
<td>Director, Clarke Field House and Student Union</td>
</tr>
<tr>
<td>Holly Reed</td>
<td>Resident Director, University Village Apartments</td>
</tr>
<tr>
<td>Katy Rees</td>
<td>Assistant Vice President, Administration</td>
</tr>
<tr>
<td>Michelle Saavedera</td>
<td>Support Services Coordinator, Disabled Student Services</td>
</tr>
<tr>
<td>John Segoria</td>
<td>Director, Disabled Student Services</td>
</tr>
<tr>
<td>Eloise Stiglitz</td>
<td>Vice President, Student Affairs</td>
</tr>
<tr>
<td>Janelle Temnick</td>
<td>Administrative Support Coordinator, Office of the Dean of Students</td>
</tr>
<tr>
<td>Wayne Veres</td>
<td>Dean and Chief Information Officer, Instructional and Information Technology Services</td>
</tr>
<tr>
<td>Sarah Villarreal</td>
<td>Director Student Services, Extended Learning</td>
</tr>
<tr>
<td>Randy Woods</td>
<td>Inspector of Record, Planning Design and Construction</td>
</tr>
</tbody>
</table>
MEMORANDUM

DATE: May 7, 2012

TO: Larry Mandel
University Auditor

FROM: Ephraim P. Smith
Executive Vice Chancellor and
Chief Academic Officer

Gail Brooks
Vice Chancellor
Human Resources

SUBJECT: Management Response to Recommendations of Audit Report #11-49,
ADA Compliance, Systemwide

In response to the “Incomplete Draft” report dated March 22, 2012, we are providing the
enclosed management responses.

Should you have any questions, please feel free to contact any of us.

EPS:GB:ije

Attachment

c: James Czaja, Senior Manager, Labor and EE Relations
Ray Murillo, Associate Director, Student Programs
AMERICANS WITH DISABILITIES ACT COMPLIANCE

SYSTEMWIDE

Audit Report 11-49

GENERAL CONTROL ENVIRONMENT

PROGRAMMATIC RESPONSIBILITIES FOR AMERICANS WITH DISABILITIES ACT COMPLIANCE

Recommendation 1

We recommend that the CO clearly define programmatic responsibilities and ownership for ADA compliance and document them in systemwide policies.

Management Response

We concur. A committee of campus and CO experts will review current systemwide policy and recommend an effective approach for assigning programmatic responsibilities and ownership. This will be completed by December 2012.

NON-DISCRIMINATION TRAINING

Recommendation 2

We recommend that the CO:

a. Clarify systemwide expectations for providing non-discrimination training to existing faculty and staff and document such expectations, including the need for campuses to develop commensurate training policies, in systemwide policies.

b. Research the possibility of using web-based technology, similar to the technology that is used for systemwide sexual harassment training, for systemwide non-discrimination training.

Management Response

a. Executive Order 883 was developed to communicate the CSU’s commitment to maintaining an environment free of discrimination and harassment. The statement in Executive Order 883 regarding ongoing training of current employees was written in recognition of the fact that campuses may have different training programs as a result of the agreements they reach with the appropriate labor unions through impact bargaining. Management is in agreement with the recommendation to issue a revised Executive Order. This should be completed by December 2012. Implementation of the revised Executive Order is contingent upon reaching agreement with appropriate labor unions following impact bargaining.
b. Management is in agreement with the recommendation to research the possibility of web-based
technology, similar to that which is used for supervisory prevention of sexual harassment
training. This should be completed by December 2012. The implementation of mandated web-
based training or any other training modality is contingent upon reaching agreement with
appropriate labor unions following impact bargaining.

ADMINISTRATION OF THE ADA SYSTEMWIDE ADVISORY COMMITTEE

Recommendation 3

We recommend that the CO:

a. Develop and implement a formal reporting relationship with sufficient levels of systemwide
management to ensure resolution of Committee recommendations.

b. Obtain a reappointment letter from the chancellor to the Committee chairperson.

c. Develop and implement a procedure for preparing summary Committee meeting minutes.

Management Response

We concur. The CO will develop and formalize a reporting process to ensure committee
recommendations are received by the appropriate management levels. The CO will issue a
reappointment letter for the committee chairperson and implement procedures for preparing and
disseminating committee summary notes in a timely manner. These steps will be completed by
December 2012.
May 25, 2012

MEMORANDUM

TO: Mr. Larry Mandel  
   University Auditor

FROM: Charles B. Reed  
      Chancellor

SUBJECT: Draft Final Report 11-49 on  
         Americans with Disabilities Act Compliance, Systemwide

In response to your memorandum of May 25, 2012, I accept the response as submitted with the draft final report on Americans with Disabilities Act Compliance, Systemwide.

CBR/amd