The California State University

AGENDA

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Meeting: **9:00 a.m., Wednesday, March 11, 2026**
Glenn S. Dumke Conference Center

Jean Picker Firstenberg, Chair
Sam Nejabat, Vice Chair
Carson Fajardo
Wenda Fong
Julia I. Lopez
Yammilette Rodriguez

Consent

1. Approval of Minutes, *Action*
2. CSU Salary Schedule, *Action*
3. Update to the CSU Policy and Procedures for Review of Presidents, *Action*

Discussion

4. Executive Compensation: President – California State Polytechnic University, Pomona, *Action*
5. Executive Compensation: Vice Chancellor, Strategic Enrollment Management and Student Success, *Action*
6. Update on Civil Rights (Title IX and Other Nondiscrimination) Programs and Services, *Information*

MINUTES OF THE MEETING OF THE COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Trustees of The California State University
Office of the Chancellor
Glenn S. Dumke Conference Center
401 Golden Shore
Long Beach, California

January 28, 2026

Members Present

Jean Picker Firstenberg, Chair
Carson Fajardo
Wenda Fong
Julia I. Lopez
Yammilette Rodriguez

Mildred García, Chancellor
Jack B. Clarke, Jr., Chair of the Board

Trustee Firstenberg called the meeting to order.

Consent Agenda

The minutes of the November 19, 2025, meeting of the Committee on University and Faculty Personnel were approved as submitted.

Item 2, CSU Total Compensation Philosophy, was approved as submitted (RUFP 01-26-01).

Discussion Agenda

Item 3 – Executive Compensation: President – California State University, Long Beach

Chancellor Mildred García announced the appointment of Dr. Loren Blanchard as the incoming president of Cal State Long Beach, effective May 1, 2026, and welcomed Dr. Blanchard's return to the CSU, where he previously served as executive vice chancellor for Academic and Student Affairs. Chancellor García also expressed appreciation to Acting President Andrew Jones for his leadership during the transition.

The recommended compensation, as presented by the chancellor, provided Dr. Blanchard an annual base salary of $543,742; performance-based at-risk pay of up to 10 percent of base salary; participation in the CSU 457(f) Deferred Compensation Plan with an annual deferred contribution

of $61,244. The chancellor stated that the performance incentive and deferred compensation are funded entirely from non-state, non-tuition, and non-student-fee sources. As a condition of employment, Dr. Blanchard will reside in the University House for the president. A monthly automobile allowance of $1,000 and standard executive benefits are provided. A motion to approve the item as presented was passed by the committee (RUFP 01-26-02).

Item 4 – Transition Program: President – California State University, Dominguez Hills

Chancellor García presented the information item. She reported that, following seven years of service as president of CSU Dominguez Hills, Dr. Thomas A. Parham retired and will begin a one-year executive transition assignment. During this period, Dr. Parham will consult with the campus's interim president and the next regularly appointed president to support a smooth leadership transition.

The chancellor explained that Dr. Parham will undertake two systemwide projects during the transition. First, he will serve as the systemwide lead for advancing remaining recommendations of the Black Student Success Report, working with campus presidents and leadership teams to assess progress and support implementation strategies related to student success, faculty and staff engagement, and curriculum development. As part of this work, Dr. Parham will coordinate with the CSU Asian American, Native Hawaiian and Pacific Islander Student Achievement Program to strengthen systemwide alignment and outcomes for historically underrepresented student populations. Second, Dr. Parham will author a series of leadership essays focused on executive leadership challenges and succession in higher education.

The chancellor reported that Dr. Parham is appointed into the Management Personnel Plan with an annual compensation of $343,272. This is consistent with CSU practice for executives participating in the Transition II Program. Chancellor García expressed appreciation for Dr. Parham's leadership at Dominguez Hills and for his continued service to the CSU.

Item 5 – Executive Compensation

Item 5 presented compensation actions for regularly appointed vice chancellors. Chancellor García began by reminding the trustees that, at the November meeting, the Board reviewed the results of a market study on presidential compensation. She stated that the Segal consulting firm subsequently conducted a comprehensive market study of vice chancellor compensation to ensure that CSU executive compensation practices remain informed by objective data and aligned with the CSU's Total Compensation Philosophy. She introduced Yelena Stiles, Senior Vice President with Segal's Compensation and Career Strategies Practice, who presented the study findings. The Segal presentation is provided as Attachment A to the agenda item.

Ms. Stiles summarized Segal's methodology, explaining that executive vice chancellors and vice chancellors were benchmarked against comparable large public higher education systems and multi-campus institutions. She noted that the analysis evaluated total remuneration, including base salary, incentive compensation, and retirement and deferred compensation, and accounted for differences in geographic cost of labor as well as the scope and complexity of CSU executive roles.

Ms. Stiles reported that, in aggregate, CSU vice chancellor compensation falls below the 25th percentile of the comparison market. She stated that base salary competitiveness varies by position and that total remuneration improves when CSU retirement benefits are considered, though overall compensation remains materially below market.

Following the presentation, Chancellor García stated that the study highlights ongoing risks to leadership stability, morale, and competitiveness, particularly given that vice chancellors last received salary adjustments in 2022. She indicated that the CSU has begun the new staff salary study and will conduct the faculty salary study concurrently, with both reviews expected to conclude by June. She explained that, as the CSU implements CSU Forward, the Chancellor's Office is shifting to a more strategic, enterprise-wide model, with vice chancellors assuming expanded authority and responsibility for systemwide performance.

Chancellor García proposed compensation actions for regularly appointed vice chancellors, as detailed in Attachment B. These actions included base salary adjustments; participation in a performance-based at-risk incentive plan aligned with CSU strategic priorities; and participation in the CSU 457(f) Deferred Compensation Plan for vice chancellors covered by the PEPRA retirement plan. She noted that the Chair of the Audit Committee would comment on recommendations for the vice chancellor and chief audit officer.

Chancellor García stated that the recommendations recognize differences in experience, performance, and institutional impact while maintaining alignment with market data and prudent fiscal stewardship. She confirmed that all incentive and deferred compensation components would be funded exclusively through non-state, non-tuition, and non-student fee sources, consistent with the executive compensation policy.

Trustee Steinhauser, speaking on behalf of the Audit Committee, recommended approval of the proposed compensation adjustment for the vice chancellor and chief audit officer, noting that the position reports directly to the Board of Trustees. He stated that the recommendation reflects the same considerations applied to other executive compensation actions, including equity, parity, and performance.

Following the presentation, trustees expressed broad support for the data-informed and policy-aligned approach to vice chancellor compensation, noting that the market study and recently adopted Total Compensation Philosophy provided a clearer and more consistent framework for decision-making than in prior years.

Trustees discussed the importance of maintaining the CSU's competitiveness in attracting and retaining executive leadership while balancing fiscal responsibility and the system's public mission. Multiple trustees acknowledged the sensitivity of executive compensation decisions during a period of budget constraints but emphasized the necessity of leadership stability and market competitiveness for the nation's largest public university system.

Trustees underscored the expectation that the same disciplined, data-driven approach would extend to faculty and staff compensation. The Board welcomed the commitment to complete staff and faculty compensation studies by June and emphasized equity across all employee groups.

Questions were raised regarding resource availability, accountability, and performance evaluation. The chancellor confirmed that incentive and deferred compensation are funded exclusively through non-state, non-tuition, and non-student fee sources, and that vice chancellor performance is evaluated against clearly defined goals aligned with CSU strategic priorities, including student success and equity. In closing, trustees reaffirmed their support for a fiscally responsible compensation framework that advances the CSU's strategic goals and applies consistently across the system. A motion to approve the item as presented was passed by the committee (RUFP 01-26-03).

Item 6 – Update on Civil Rights (Title IX and Other Nondiscrimination) Programs and Services

Vice Chancellor of Human Resources Frank Hurtarte opened the presentation and provided an overview for the Board, underscoring the chancellor's firm commitment to transparency, accountability, and decisive action in civil rights programming and services across the CSU. He emphasized that these principles serve as expectations – not aspirations –intended to guide all future efforts.

Vice Chancellor Hurtarte explained that the Chancellor's Office maintains an active oversight role, including ensuring consistent policy implementation across all 22 campuses and addressing known gaps in civil rights programming with urgency. He highlighted the need for stronger partnership between the Chancellor's Office and campuses, improved communication, clearer guidance, and shared accountability. He noted that both system and campus service delivery will be evaluated consistently, with the understanding that meaningful progress depends on sustained collaboration.

Vice Chancellor Hurtarte then turned the presentation over to Executive Advisor Peter Lim.

Executive Advisor Peter Lim emphasized that the recent simulation exercise yielded valuable insights into campus civil rights operations and demonstrated measurable improvement between the first and second exercises. He explained that these results show that strengthening campus civil rights programming depends on closer alignment and partnership between the Chancellor's Office and campuses, leading to improved outcomes and services. Mr. Lim noted that this alignment requires a shift from a top-down oversight model to one grounded in shared accountability, improved communication, and collaboration.

He reported that adjustments to the simulation exercise methodology, informed by campus feedback, led to measurable improvements in the second round, including faster campus response times and more complete civil rights information on campus websites, without compromising the integrity or randomness of the exercise. He noted that these gains demonstrate how partnership and transparency drive progress.

Executive Advisor Lim noted that investigation timelines are influenced by many factors and identified investigation timelines as an opportunity for further refinement, as most campuses are exceeding the 100-working-day goal. To address this challenge, he explained that the Chancellor's Office launched a one-year shared investigator pilot program across five campuses to support timely resolution of investigations, expand investigative capacity, and provide coaching and training, particularly for less-experienced investigators. The pilot will continue to be evaluated for effectiveness and potential expansion.

Mr. Lim also acknowledged the complexity of investigations and the dedication of campus civil rights professionals, emphasizing the human impact of this work beyond quantitative metrics.

He explained that the Chancellor's Office has invested in central investigator staffing and is strategically focusing oversight on specific areas requiring attention, rather than attempting to address every aspect of civil rights programming at every campus. He noted that this targeted approach strengthens civil rights programming and services systemwide, while responsibly managing overall budget limitations. He emphasized that the continued focus remains on delivering timely, high-quality civil rights services for students and employees through sustained collaboration and strategic investment.

Vice Chancellor Hurtarte closed the presentation by emphasizing the opportunity to strengthen systemwide civil rights efforts. He reported approving the hiring of new investigators at the Chancellor's Office to support campuses and expand investigative capacity through the reallocation of existing resources while achieving an overall budget reduction of 8 percent, marking the first time central investigators will directly assist campuses. He reaffirmed the shared commitment to students, staff, and faculty and stated that the Chancellor's Office will continue strengthening oversight and reporting progress to the Board.

Following the presentation, trustees expressed strong appreciation for the CSU's direction in civil rights programming and services. Trustees acknowledged past challenges and commended campus presidents and Title IX/DHR administrators for their efforts and the meaningful progress achieved across campuses. The discussion highlighted the shift toward a service-focused, data-informed approach, including the one-year pilot program designed to improve investigation timelines, strengthen investigator capacity, and expand centralized support. Despite the current budget climates, the Chancellor's Office has invested in innovative strategies, reinforcing confidence in continued progress and a shared commitment to improving civil rights services systemwide. Trustees recommended integrating wellness into campus coaching; evaluating the effectiveness of the shared investigator pilot program (e.g., timelines and skill development); and assessing campus response-time data against the six criteria, including identifying factors within and outside the Chancellor's Office control.

Trustee Firstenberg adjourned the meeting of the Committee on University and Faculty Personnel.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

CSU Salary Schedule

Presentation By

Frank Hurtarte
Vice Chancellor and Chief Human Resources Officer

Summary

Pursuant to CalPERS regulations (Circular Letter 200-003-20 and in compliance with California Code of Regulations Title 2, section 570.5), the California State University is required to obtain Board of Trustees' approval for all pay schedules. Accordingly, the CSU Salary Schedule is periodically presented for board approval.

CSU Salary Schedule Update

The CSU Salary Schedule was last updated in January 2026 due to modifications to the CSU pay scales as a result of the California minimum wage increase effective January 1, 2026. (Modifications were previously made in January 2025 due to the minimum wage increase that was effective January 1, 2025.)

The salary schedule also includes updates implemented due to collective bargaining agreements previously ratified by the CSU Board of Trustees for the following units:

Bargaining Unit		BOT Ratified	Implementation Date	Effective Date
Units 2, 5, 7, and 9	CSUEU *(salary step structure)*	November 2023	10/3/2025	10/1/2025
Unit 15 *(established)*	CSUEU *(student assistants)*	March 2024	7/25/2025	7/1/2025

The salary schedule also includes updates affecting non-represented Excluded (E99) and Executive (M98) classifications, including salary range adjustments, the establishment of certain classifications, and implementation of Board-approved executive compensation actions.

Additionally, the salary schedule reflects administrative and non-substantive updates made in the CSU pay scales since reported to the board in March 2025 (e.g., abolishment of class codes, new class codes, class title updates, etc.).

The CSU Salary Schedule provides current payrates for all CSU classifications. The current and historical salary schedules are posted for public viewing on the CSU Salary Schedule website at: https://www.calstate.edu/csu-system/careers/compensation/Pages/salary-schedule.aspx.

Recommended Action

The following resolution is recommended for approval:

> **RESOLVED,** by the Board of Trustees of the California State University, that the CSU Salary Schedule as cited in item 2 of the Committee on University and Faculty Personnel at the March 9-11, 2026, meeting of the Board of Trustees, is approved.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Update to the CSU Policy and Procedures for Review of Presidents

Presentation By

Mildred García
Chancellor

Frank Hurtarte
Vice Chancellor and Chief Human Resources Officer

Summary

The CSU Policy and Procedures for Review of Presidents (Presidential Review Policy) is presented for Board approval with minor, non-substantive revisions to two paragraphs. One revision aligns the policy with the recently adopted CSU Policy on Executive Compensation, as reflected in the Responsibilities section of the Presidential Review Policy. The remaining revision clarifies existing language regarding the timing of triennial reviews to reflect current practice. These changes do not alter the overall intent or application of the policy.

Background

The Presidential Review Policy was last updated at the May 2024 meeting of the Board of Trustees. This agenda item proposes clarifying language to reflect current practice that triennial reviews are conducted at the conclusion of the third year of a president's tenure. In addition, a reference to presidential salary assessments is updated to align with the Executive Compensation Policy adopted by the Board in November 2025. The proposed revisions are technical and clarifying in nature and do not alter the roles, responsibilities, or decision-making authority established under the policy.

For ease of review, the amended paragraphs proposed by this update are shown below. *Deletions are indicated by strikethrough and additions are shown in bold.* The complete revised policy is provided in Attachment A.

> *Paragraph II. Responsibilities:*
>
> *Decisions regarding appointment, ~~salary~~* ***compensation****, and continued employment of presidents are made by the Board of Trustees upon recommendation of the chancellor. ~~Presidential salary assessments are governed by the CSU Policy on Compensation.~~* ***Presidential compensation is governed by the CSU Policy on Executive Compensation****.*

Paragraph IV. C. Triennial Review:

At the ~~outset of the third academic year~~ ***end of the third year*** *of the president's tenure, and every three years thereafter, the chancellor will conduct a review based upon the information collected as described below which will be discussed with the president in their annual conference. The chancellor, following completion of the triennial review, will report results and findings to the Board of Trustees. The chancellor will distribute to the board a summary document which also defines goals and criteria for subsequent reviews.*

The amended policy supersedes the CSU Policy and Procedures for Review of Presidents adopted in May 2024 (RUFP 05-24-08). Trustee approval of the revised policy, as presented in Attachment A, is recommended.

Recommended Action

The following resolution is recommended for adoption:

> **RESOLVED**, by the Board of Trustees of the California State University, that the CSU Policy and Procedures for Review of Presidents provided in Attachment A of Item 3 of the Committee on University and Faculty Personnel at the March 9-11, 2026, meeting of the Board of Trustees, is adopted.

Revised

THE CALIFORNIA STATE UNIVERSITY
POLICY AND PROCEDURES FOR REVIEW OF PRESIDENTS

I. Coverage:

This document establishes the policy and procedures for the review of presidents at the California State University.

II. Responsibilities:

Decisions regarding appointment, **compensation**, and continued employment of presidents are made by the Board of Trustees upon recommendation of the chancellor. **Presidential compensation is governed by the CSU Policy on Executive Compensation.**

III. Objectives:

The objectives of presidential reviews are to provide the chancellor and the Board of Trustees with an understanding of the unique characteristics of the campus, a continuing assessment of campus operations and educational effectiveness, and an assessment of the leadership and management performances of the executive.

The review provides the president with an evolving understanding of their role, their rights and their responsibilities; the plans, goals and expectations mutually agreed to by the president and the chancellor; and the criteria against which progress is measured. The review is also to provide an opportunity for open and frank discussions between the president and the chancellor of the conditions or state of the campus accomplishments, desirable courses of action, progress, and ideas for improvement or redirection of effort.

The review also provides the chancellor with information upon which to reassess CSU missions, goals, policies and the resources needed to facilitate and enhance campus activities.

IV. Procedures:

The scheduling of reviews will be determined by the date of assumption of duties. Confidentiality will be preserved as much as possible throughout the review process

including in written reports. Questionnaires or other survey instruments will not be used, and petitions and anonymous or unsigned feedback will not be considered in connection with a president's performance review.

A. Newly Appointed Presidents:

Newly appointed presidents meet with the chancellor during the first year of service (preferably between the third and ninth month of the executive's incumbency). The president discusses their assessment of the state of the campus, goals and objectives and possible plans for their implementation. During this meeting, the president makes an assessment of the needs of the campus and proposes goals and objectives and plans for action. After discussion with the chancellor, an agreement is reached on needs and expectations.

Approximately, one year later, there is a discussion between the president and the chancellor on progress, achievements, any changes in original plans or directions and general performance.

Starting in the third year of the president's tenure, reviews are conducted as described below.

B. Annual Conference:

Each president has a review conference with the chancellor once a year. These meetings focus on progress toward meeting campus missions and goals, program accomplishments, campus activities, problems and proposed solutions, the state of the campus and supplement the continuing interchanges about campus and system events between the president and the chancellor. The chancellor, following completion of an annual conference, may report results and findings to the Board of Trustees.

C. Triennial Review:

At the **end of the third year** of the president's tenure, and every three years thereafter, the chancellor will conduct a review based upon the information collected as described below which will be discussed with the president in their annual conference. The chancellor, following completion of the triennial review, will report results and findings to the Board of Trustees. The chancellor will distribute to the board a summary document which also defines goals and criteria for subsequent reviews.

Depending on the circumstances, the board may meet with the president and the chancellor in conjunction with the review.

The triennial review is based on information about activities of the campus collected by the chancellor. The president being reviewed presents information about the progress being made and the state of the campus.

The chancellor will request factual information from appropriate sources in the CSU community including, but not limited to, the leadership of the local academic senate, student representatives, the alumni organization and an appropriate community-based advisory group. The chancellor will also request information from other faculty of distinction, alumni or community individuals, campus administrators, and Chancellor's Office personnel. The chancellor may utilize information gained from sources such as everyday working relations with the president, and internal and external reports on programs, operations and achievements.

The chancellor will issue an "open letter" to the applicable university community to describe the (routine) review, the time frame, the criteria, and the methodology. The letter will also instruct anyone who was not invited to participate (randomly or by virtue of office held) how to provide input.

After the Board of Trustees has received and discussed the triennial review, the chancellor will prepare a brief report to the university community that brings closure to the review and informs the community of the major findings and the goals for the president and the university for the next period.

The chancellor may (including at the president's request) augment the triennial review framework when deemed beneficial for the president, the campus, or both. Aspects of the six-year review methodology or other models may be appropriate.

D. Six-Year Review:

A regular review of the campus and the stewardship of the president, involving an off-campus committee, occurs approximately every six years. The chancellor, the board, or the president may request an accelerated or other off-cycle review.

The six-year review will utilize assessments made by a chancellor's advisory committee composed of individuals from off-campus. The chancellor, in consultation with the president, will appoint three persons to the advisory committee, two of whom may be from outside the CSU. The chair of the Board of Trustees will select a fourth member from the current membership of the board to join the chancellor's advisory committee.

When assessing a campus, the advisory committee utilizes information obtained from visits to the campus, review of written reports and interviews with members of the campus community, the community at large and appropriate CSU personnel. The

advisory committee's assessment is directed toward the review of campus operations and the president's stewardship. The review shall be in the same academic year as the WASC review, whenever possible.

The advisory committee makes a confidential written report of its findings to the chancellor. Prior to submitting its final report to the chancellor, the committee furnishes a draft copy of its findings to the president of the campus being reviewed and affords an opportunity for the president to make a written response and to discuss the findings with the committee. Upon receipt of the committee's final report, the chancellor furnishes a copy of the final report to the president and affords the president an opportunity to make a written response. The chancellor discusses the committee's findings and the response with the president.

Following completion of a six-year review of a campus, the president of that campus will be invited to meet with the Board of Trustees in closed session.

V. CRITERIA FOR PRESIDENTIAL ASSESSMENT

General criteria for consideration of both the operations and condition of the campus as well as the leadership and management effectiveness of the president include, but are not limited to, such factors as the following:

A. General Administrative Effectiveness Including Management of Human, Fiscal and Physical Resources:

Consistent with shared governance practices, evidence in campus operations of effective planning and decision making; development of and delegation to a management team; accomplishment of plans and objectives; flexibility in approach to solving problems and willingness to change programs and methods to keep up with current needs and developments; commitment to equal employment and programmatic opportunities and wise utilization of faculty and staff; commitment to hiring and retaining a diverse workforce.

B. Working Relations with the System and the Campus:

Evidence in campus operations that there are open lines of communications; work is accomplished effectively with and through others; the suggestions of system staff are solicited and considered in good faith and that the executive and the management team have established credibility with the system staff.

Evidence that the president, in serving as executive officer of the campus, maintains a perspective of the mission of the CSU and cognizance of the special demands placed on

the system; participates productively in deliberations in systemwide academic and administrative matters.

C. Educational Leadership and Effectiveness:

Consistent with shared governance practices, evidence in campus operations of development, maintenance and renewal of academic plans and programs that meet long-range needs; periodic evaluation of educational progress and accomplishments; the establishment of an environment that stimulates teaching, learning, scholarship, professional development and the pursuit of support to enhance academic programs and innovation.

D. Community Relations:

Evidence in campus operations of community understanding of and support for the campus; good relations with the media; service to and from the community, alumni support, effective "Town and Gown" activities; state and federal advocacy efforts; local, regional and national reputation; and an effective institutional advancement program, including fundraising consistent with mutually agreed upon goals with the chancellor.

E. Major Achievements of the Campus and the President.

F. Personal Characteristics:

Evidence in campus operations of the president's knowledge of the job, judgment, leadership, planning and organizing ability, drive, vision, human relations and communications skills, objectivity and fairness, ability to articulate ideas and concepts, ability to innovate, ability to take into account the public relations and political implications of his/her actions, ability to deal with many different problems and events at the same time, ability to withstand any criticism and to direct opposition into productive channels, ability to get to the key parts of complex problems, evidence of having facts before making decisions and ability to promote coordination and efficiency of programs and operations.

Adopted January 25-26, 1994
Modified November 13-14, 2001
Modified January 28-29, 2020
Modified May 19-22, 2024
Modified March 9-11, 2026 (pending Board adoption)
Board of Trustees CSU

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: President – California State Polytechnic University, Pomona

Presentation By

Mildred García
Chancellor

Summary

This action item establishes the compensation for Dr. Vanya Quiñones as president of California State Polytechnic University, Pomona.

Compensation

This item recommends that Dr. Vanya Quiñones receive an annual salary of $492,500 ($41,041.67 per month) effective July 1, 2026, the effective date of appointment as president of California State Polytechnic University, Pomona. Dr. Quiñones will be required to reside in the university's presidential residence located in Pomona, California, as a condition of employment as president.

Additionally, Dr. Quiñones will be eligible to participate in the performance-based at-risk pay program. Per CSU's Executive Compensation Policy, this incentive compensation is not guaranteed, and is directly tied to the university's strategic priorities, with goals and outcomes reviewed annually. The potential incentive pay is up to 5% of base salary and is funded with non-state, non-tuition and non-student-fee sources.

Dr. Quiñones will continue to be eligible to receive an annual deferred contribution of $61,244 to the CSU 457(f) Deferred Compensation Plan for Executives (funded with non-state, non-tuition and non-student-fee sources). Her participation in the deferred compensation plan commenced in January 2026 while serving as president of Cal State Monterey Bay.

In accordance with existing policy of the California State University, Dr. Quiñones will receive the following benefits:

- An auto allowance of $1,000 per month;
- Standard benefit provisions afforded CSU Executive classification employees; and
- Payment or reimbursement for reasonable actual and necessary moving and relocation expenses.

Recommended Action

The following resolution is recommended for approval:

> **RESOLVED,** by the Board of Trustees of the California State University, that Dr. Vanya Quiñones shall receive a salary set at the annual rate of $492,500 effective July 1, 2026, the date of appointment as president of California State Polytechnic University, Pomona; and be it further
>
> **RESOLVED,** that Dr. Quiñones shall reside in the official presidential residence located in Pomona, California, as a condition of employment as president; and be it further
>
> **RESOLVED,** that Dr. Quiñones shall be eligible to receive performance-based at-risk incentive pay and to participate in the CSU 457(f) Deferred Compensation Plan for Executives as cited in Item 4; and be it further
>
> **RESOLVED,** that Dr. Quiñones shall receive additional benefits as cited in Item 4 of the Committee on University and Faculty Personnel at the March 9-11, 2026, meeting of the Board of Trustees.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Executive Compensation: Vice Chancellor, Strategic Enrollment Management and Student Success

Presentation By

Mildred García
Chancellor

Summary

This action item establishes the compensation for Dr. Dilcie D. Perez as vice chancellor of strategic enrollment management and student success for the California State University.

Compensation

This item recommends that Dr. Dilcie D. Perez receive an annual salary of $403,500 ($33,625.00 per month) effective March 11, 2026, the effective date of appointment as vice chancellor of strategic enrollment management and student success for the California State University.

Dr. Perez will be eligible to participate in the performance-based at-risk pay program. Per CSU's Executive Compensation Policy, this incentive compensation is not guaranteed, and is directly tied to the university's strategic priorities, with goals and outcomes reviewed annually. The potential incentive pay is up to 5% of base salary and is funded with non-state, non-tuition and non-student-fee sources.

In accordance with existing policy of the California State University, Dr. Perez will receive the following benefits:

- An auto allowance of $1,000 per month; and
- Standard benefit provisions afforded CSU Executive classification employees.

Recommended Action

The following resolution is recommended for approval:

> **RESOLVED,** by the Board of Trustees of the California State University, that Dr. Dilcie D. Perez shall receive a salary set at the annual rate of $403,500 effective

March 11, 2026, the date of appointment as vice chancellor of strategic enrollment management and student success; and be it further

RESOLVED, that Dr. Dilcie D. Perez shall be eligible to receive performance-based at-risk incentive pay as cited in Item 5; and be it further

RESOLVED, that Dr. Dilcie D. Perez shall receive additional benefits as cited in Item 5 of the Committee on University and Faculty Personnel at the March 9-11, 2026, meeting of the Board of Trustees.

COMMITTEE ON UNIVERSITY AND FACULTY PERSONNEL

Update on Civil Rights (Title IX and Other Nondiscrimination) Programs and Services

Presentation By

Frank Hurtarte
Vice Chancellor & Chief Human Resources Officer
Human Resources

Dawn Theodora
Interim Executive Vice Chancellor and General Counsel
CSU Office of General Counsel

Erika Romo
Assistant Vice President of Equal Opportunity and Dispute Resolution
Title IX Coordinator/DHR Administrator
California State University, Chico

Dylan Saake
University Counsel – Civil Rights
Office of General Counsel
California State University

Pete Lim
Executive Advisor
Civil Rights Programming & Services

I. Purpose

As part of the CSU's continued work to strengthen its Civil Rights Programming and Services (all protected status discrimination, harassment and retaliation including Title IX) (collectively, "civil rights"), this Information Item outlines the structure and operation of civil rights investigations conducted under the CSU Nondiscrimination Policy ("Policy").

This Information Item is intended to promote transparency around investigation timelines and to explain why, despite diligent efforts by all universities, investigations may at times extend beyond the Policy's target timeline of 100 working days. This explanation is not offered to excuse or justify unnecessarily lengthy investigations, but rather to provide clarity regarding the procedural and practical factors that impact timelines so the CSU can better assess where efficiencies may be gained, and how investigations may be responsibly expedited without compromising quality, fairness, due process, or legal and policy compliance.

II. Overview of The Investigation Process

Under the Policy and pursuant to federal and state law, civil rights investigations follow a structured, multi-step process designed to ensure fairness, thoroughness, and equitable treatment for all parties.

At a high level, the process includes:

- **Complaint, Intake, and Notice of Investigation or Non-Investigation:** After a complaint is received, it is assessed for compliance with Policy, which may involve one or more intake meetings. Not all complaints proceed to a formal investigation. Following intake, the campus determines whether the complaint meets the criteria for investigation. If so, the campus issues a Notice of Investigation (NOI) to both parties. If the complaint does not meet the criteria, the parties are formally notified that no investigation will be initiated.

  The NOI formally initiates the investigation and outlines the allegations, applicable policy provisions, the investigation process, and the rights of the parties. Issuance of the NOI marks day one of the 100-workday investigation timeline.

- **Evidence Gathering Phase:** Following the issuance of the NOI, the investigator gathers relevant information, which typically includes interviews with the parties and witnesses and the collection and review of documentary and electronic evidence. Scheduling of interviews depends on party and witness availability, and in cases with many witnesses, this phase can take a substantial amount of time.

- **Preliminary Investigation Report and Evidence Review:** The investigator prepares a Preliminary Investigation Report which compiles the relevant evidence, including summaries of all witnesses interviewed, and identifies disputed and undisputed facts. Both parties are given 10 working days to review and respond to the preliminary report and evidence. In cases involving particularly complex or voluminous evidence, sometimes additional time is given.

  If a party submits additional relevant evidence after reviewing the preliminary report and evidence, the investigator may prepare one or more supplemental preliminary investigation reports. Any such supplemental reports are shared with the parties for review and response and may extend the overall timeline.

- **Final Investigation Report:** After considering the parties' responses, the investigator issues a Final Investigation Report. In hearing matters, the report summarizes relevant facts without findings. In non-hearing matters, the report includes an analysis and findings (whether the Policy was violated as to each allegation identified in the NOI).

- **Hearing (as applicable):** Certain cases, depending on the nature of the allegations and the Respondent's affiliation with the CSU, are required by law to proceed to a hearing. During

the hearing, a neutral decision-maker questions the parties and witnesses and issues written findings. Where appropriate, the decision-maker also recommends sanctions to the appropriate university administrator, who is responsible for issuing the final disciplinary decision.

- **Appeal:** Following the hearing, or in non-hearing matters following the issuance of the Final Investigation Report, the parties have the opportunity to appeal the outcome and any sanctions on specified, limited grounds. When warranted, the matter may be remanded back to the home campus to address the identified issue, which can require additional investigative steps and necessarily extends the overall resolution timeline.

III. Full and Fair Process

A guiding principle of every investigation is to ensure that all parties have a full and fair opportunity to be heard. In practice, this means providing each party with a meaningful opportunity to participate primarily through at least one live interview, which may be supplemented by a written statement, as well as the opportunity to identify and submit documentary or other supporting evidence.

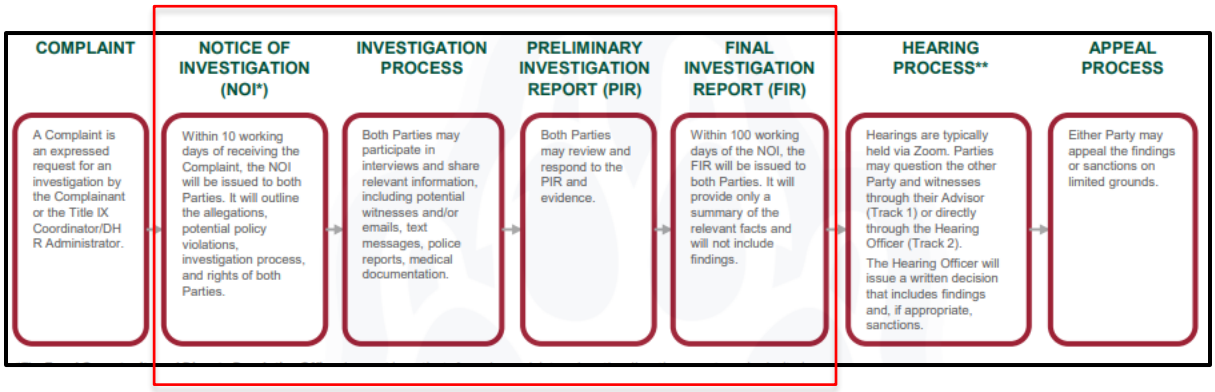
To uphold this principle, and consistent with legal requirements, the Policy includes a dedicated evidence review period in every investigation. During this stage, the parties and their advisors are provided with a preliminary version of the investigation report and all evidence gathered. Parties are afforded at least 10 working days to review and respond. The investigator is required to consider the parties' response before the report is finalized.

This evidence review stage is a critical fair process safeguard. It ensures transparency, allows parties to identify inaccuracies or omissions, and provides a meaningful opportunity to respond before the investigation record is closed. In furtherance of this principle, when a party submits new or additional information in response to the evidence review, an additional evidence review stage is required so the other party has an opportunity to review and respond to that new information before the investigation concludes. This occurs with some frequency and necessarily extends the overall investigation timeline.

IV. How the 100-Working Day Timeline Operates

The Policy provides that the Final Investigation Report should be issued within 100 working days of the Notice of Investigation. This timeline provides a benchmark for a specific phase of the investigation process, rather than a measure of the total length of a matter or the level of effort devoted to it.

The flowchart below illustrates how the 100-working-day timeline applies to the investigation phase, identifying which steps are captured within that window and which steps occur outside of it. Its purpose is to clarify how the timeline is structured and applied, not to suggest that investigative work occurs continuously or uniformly throughout the life of the complaint.



Within the 100-working-day period, the Policy requires certain steps to ensure fairness. The evidence review stage alone typically takes at least 10 working days. If a party provides new information during that review, the other party must be given an opportunity to see and respond to that information before the Final Investigation Report is issued. Providing that opportunity through another round of evidence review requires additional time and reflects CSU's commitment to due process and fairness, not an effort to delay the investigation.

V. Balancing Promptness with Thoroughness and Fair Process

Every Title IX Coordinator and investigator must navigate a recurring tension between the obligation to resolve matters promptly and the obligation to conduct investigations that are thorough, complete, and fair. And they must do so using a trauma-informed approach. This tension is a primary driver of investigative delays and warrants careful consideration.

Because appeal rights exist in every case, and because appeals may result in a remand or further investigation, investigators must exercise care to ensure all relevant information is gathered before closing an investigation. This often requires allowing additional time for parties or witnesses to participate, respond to follow-up questions, or submit evidence.

Investigators are therefore frequently faced with a difficult choice: proceed without a party's full participation in the interest of timeliness, or allow additional time to ensure the record reflects a full and fair opportunity to be heard. Proceeding too quickly increases the risk of appeal, remand, or litigation based on allegations of procedural unfairness, which can ultimately prolong resolution and undermine confidence in the outcome.

Delays are also frequently driven by factors outside the campus's control. During the summer months, students may be away from campus or otherwise unavailable, and faculty who are off contract under their collective bargaining agreements may decline to participate until they return to duty. Similar delays can occur when parties or witnesses are unavailable due to leave, travel, or other legitimate reasons. In these circumstances, timeline extensions may be necessary to preserve fairness, comply with legal and contractual obligations, and ensure a defensible outcome.

VI. Factors that Can Extend Investigations Beyond 100 Working Days

Common factors that may extend investigations include:

- Availability of parties, advisors, and witnesses
- Inability of a party to complete an interview in one session because of trauma or stress
- Academic breaks, holidays, and summer schedules
- Complexity or volume of evidence
- Coordination with law enforcement or external proceedings
- Disability-related accommodations or language access needs
- Policy-required steps that cannot be shortened without undermining due process

These factors are often outside the direct control of campuses, even though investigations are actively managed and closely monitored.

VII. What CSU Is Doing to Expedite Where Possible

While recognizing the constraints inherent in the investigation process, the Chancellor's Office is actively focused on identifying and implementing strategies to expedite investigations where possible without compromising equity, due process, or policy compliance. These efforts include:

- **Shared Investigator Pilot Program:** This program provides campuses with access to a pool of internal investigators and gives campus investigators access to more senior investigators who can assist with complex matters. In addition to supporting more timely completion of investigations, the program offers real-time coaching and mentoring and promotes consistency in investigative practice. By reducing reliance on external investigators and strengthening investigator expertise, the program supports greater efficiency, quality, and consistency in investigations over time.

- **Standardized Training and Guidance:** The Chancellor's Office provides extensive standardized training and written guidance for investigators to promote efficient evidence gathering, effective interviewing, and clear, well-organized report drafting.

- **Chancellor's Office Civil Rights Teams:** A team of dedicated Senior Directors for Civil Rights actively monitors all investigations to help identify and eliminate unnecessary process delays, improve the quality and clarity of investigation reports, and avoid preventable appeal remands or rework that can extend overall timelines, among other oversight responsibilities. A separate team of dedicated Civil Rights attorneys within the Office of General Counsel provide confidential legal advice and guidance to all Civil Rights professionals, including the systemwide Civil Rights Programming & Services team and all civil rights professionals at each university. Together, each Senior Director for Civil Rights and each Civil Rights attorney provide each university with comprehensive support and guidance as they navigate the complexities of each investigation.

Collectively, these efforts are intended to responsibly shorten investigation timelines where feasible, while preserving the integrity and fairness of the investigation process.

It is important to recognize that the parties' experience in an investigation is not defined solely by the number of working days it takes to complete the investigation. Rather than asking only whether an investigation exceeded 100 working days, the more meaningful inquiry is whether any extension beyond 100 working days was supported by good cause, documented, and clearly communicated to the parties.

When extensions are accompanied by transparency and regular communication, investigation extensions are not inherently problematic. Clear and proactive communication helps avoid negative inferences by the parties that their matter is not being actively worked, which can detract from trust in the process. By contrast, investigations that exceed timelines without good cause or clear communication raise greater concern.

VIII. Conclusion

The 100-working-day timeline established by the CSU reflects a policy-based commitment to the prompt and equitable resolution of investigations, rather than a legal requirement. At the same time, the structure of the investigation process, the mandatory evidence review period, and the realities of complex cases mean that extensions may sometimes be necessary despite good-faith efforts by university investigators and administrators.

Understanding the anatomy of an investigation clarifies where time is necessarily spent and supports informed discussion about how CSU can continue to improve efficiency while ensuring that every investigation remains fair, thorough, and compliant with policy and law.