

EXHIBIT J



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February 1, 2024

Dear Ren,

This communication constitutes an official “outcome letter” for your complaint about the CES Instagram post and concludes the College’s assessment of the complaint you discussed in the meeting with Investigators Carol Ashley and Alexandra Hunstein from JacksonLewis.

After a thorough investigation and review, the JacksonLewis Investigators did not find that the CES post violated any CCA policy (including but not limited to [CCA's Sub-brand Policy](#) and the [policy prohibiting discrimination, unlawful harassment retaliation](#)), nor did it violate any applicable law, including federal, state and local laws prohibiting harassment and discrimination based on religion or ancestry.

Despite these findings, the Investigators recognize that there are strong differences in perspectives. Consistent with their report, CCA will be taking additional proactive steps to promote dialogue, and to offer additional support, to ensure that the CCA community can continue to engage in open, respectful discourse.

In addition, the college will not be reposting the CES Instagram post. Although no violation of policy or law was found, the post did not advance CCA's goals related to inclusion and belonging. CCA is using this as an opportunity to review appropriate policies to ensure that policies and procedures are stronger and clearer moving forward.

As a reminder, please feel free to utilize our [Employee Assistant Program](#) and [Employee Wellness Resources](#) for support.

Please let me know if you have any questions.

Thank you,
Maira Lazdins