

Academic Senate Staff Report

May 6, 2026

Prepared by: Sabrina Toney



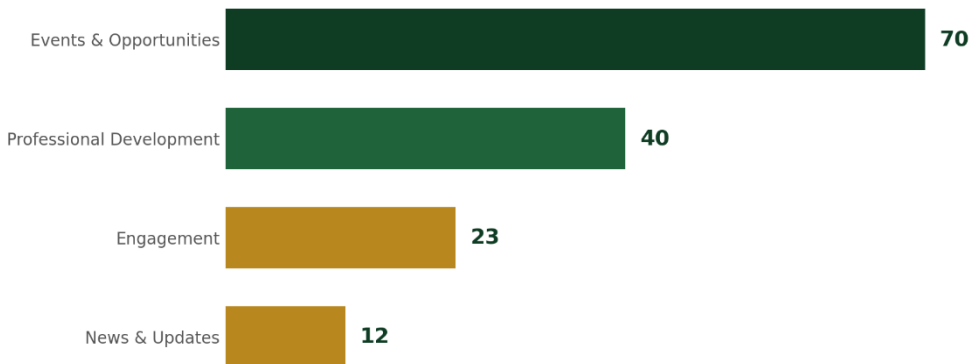
Year in Review 2025-2026

BY THE NUMBERS

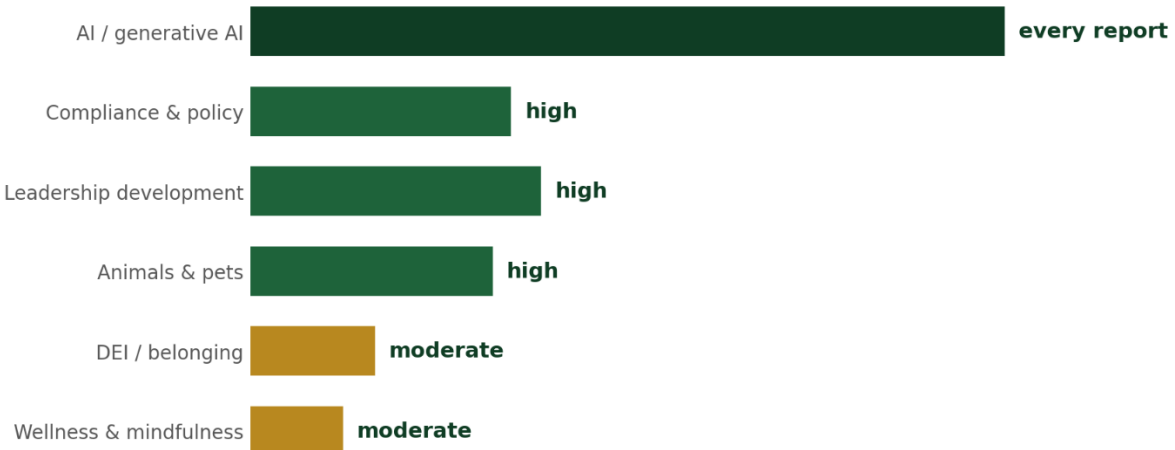
9 STAFF REPORTS	145 UNIQUE ITEMS	190+ TOTAL LISTINGS	~41% VIRTUAL OR HYBRID
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WHAT THE YEAR COVERED

LISTINGS BY SECTION



THEMES THAT RAN THROUGHOUT



FUN FACTS

MOST-ACTIVE HOST

University Library

with 13 unique events from Therapy Dogs to author talks and finals support.

BIG SYSTEM LAUNCHES

4 major rollouts

CHRS, CSUBUY P2P, Concur Single Instance, and the new salary Steps structure.

CROWD FAVORITE

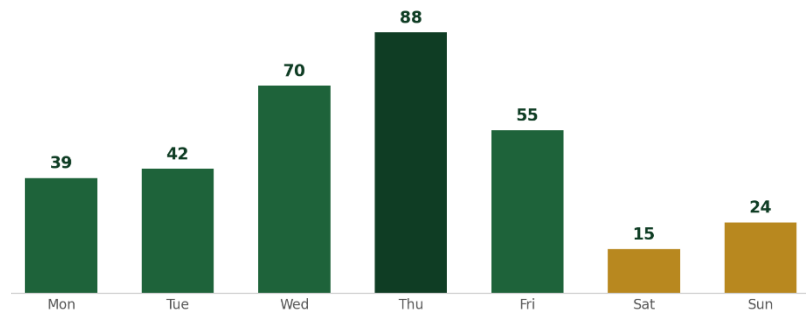
Therapy Dogs

appeared in 5 reports across the year as the most-recurring single offering.

WHEN THINGS HAPPENED

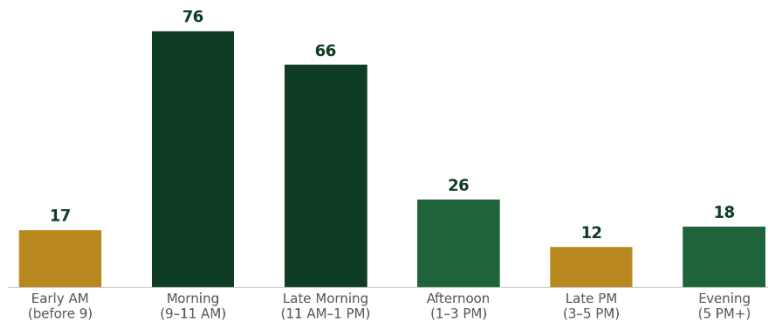
MOST POPULAR DAY

Thursday led the year



MOST POPULAR TIME

9 AM – 1 PM is when most events landed



MOST RECURRING ITEMS

Items that appeared across multiple reports as the year's mainstays.

- Free Speech Event Fund (AY 25–26) — **7 reports**
- UPD Perceptions Research Survey — **7 reports**
- CSU Voices Platform launch — **7 reports**
- Employee Affinity Groups — **6 reports**
- Employee ADA Requests — **6 reports**
- AAI Microcredential for Faculty & Staff — **6 reports**
- AI Tools for Higher Ed Staff Microcredential — **6 reports**
- Pet Spay, Neuter & Dental Cleaning Services — **5 reports**
- Mileage Reimbursement Rate 2026 Updates — **5 reports**
- Campus Alerts Under SB 98 — **5 reports**
- University Library Therapy Dogs — **5 reports**

University Employee Events & Opportunities

• **Rooted in Resilience: Art, Plants & Community Healing Workshop – May 8th**

Dates: Friday, May 8, 2026

Time: 5:00 to 6:30 PM

Location: Community Innovation Hub, Downtown Pomona

[Register Here](#)

Join the Community Innovation Hub for an evening of creativity, reflection and connection. Hosted in partnership with Hope Esperanza and the Art History Society at Cal Poly Pomona, this hands-on workshop combines succulent arranging with guided conversations on resilience, self-love and growth. Attendees will leave with a personalized succulent arrangement, practical self-care tools and a deeper connection to nature and community.

• **University Library Therapy Dogs – Through May 8th**

Location: University Library, 2nd Floor, Bronco Community Zone

[University Library Calendar](#)

Therapy dogs are visiting the University Library throughout the spring semester, bringing smiles, stress relief and a little extra comfort to students, faculty and staff. Stop by to relax, recharge and enjoy some “pawsitive” company during library visits in March and April, National Library Week (**April 21–24**) and Focus on Finals (**May 5–8**). Visit the library’s Therapy Dogs webpage for the full schedule and details.

• **Art Gallery @ The Hub – May 9th**

Dates: Saturday, May 9, 2026

Time: 4:00 to 7:00 PM

Location: Community Innovation Hub, Downtown Pomona

[Register Here](#)

Experience Art Gallery @ The Hub, a student showcase presented in partnership with Cal Poly Pomona’s art and music departments. The exhibition features student work in painting, photography, sculpture, mixed media and digital art. Faculty, staff and community members are invited to attend and support student artists.

• **Bronco Step Challenge Registration**

• **Walk and Talk: Student Health Services – May 14th**

Date: Thursday, May 14, 2026

Time: 12:00 to 1:00 PM

Location: Student Health Services – Building 46

[Register here](#)

“It’s the climb!” Take a walk up “Cardiac Hill” to discover the care behind Student Health Services. This first-ever Walk and Talk invites faculty and staff to explore the 12,000-square-foot health hub that supports more than 12,000 student visits each year. Along the way, connect with colleagues and enjoy the climb together. At the top, tour the facility and learn about services including medical care, pharmacy,

lab and X-ray. Kevin Malone, associate director of the Student Health Center, will share how the center has evolved to support today's students.

- **Poly-Kroma 2026 Showcases Student Art & Design – Through May 17th**

[Art Gallery Website](#)

Discover Poly-Kroma, comprised of exhibitions celebrating student work in Visual Communication Design and Fine Art. The end-of-year showcase presents work by graduating senior Visual Communication Design majors, and the 2D3D+ Juried Student Art Show, the Art Department's annual student exhibition. Additional events include an opening reception, motion festival and Friends and Family Day. Held at the Kellogg University Art Gallery, the exhibition reflects coursework developed across the department and offers a look at emerging creative talent from Cal Poly Pomona. For more information, visit the Art Gallery website.

- **Save the Date: Staff Appreciation Week – May 18th to May 22nd**

Time: Various

Location: Various Locations

[Staff Council Website](#)

Get your clocks ready, the countdown for Staff Appreciation Week is on! Kick off the summer with a week of connection and recognition, featuring favorites like the Staff-on-Staff Basketball Game, complimentary lunch and an Ice Cream Social, along with interactive workshops and new ways to engage with colleagues. Mark your calendars and stay tuned for more details.

- **Pet Spay, Neuter & Dental Cleaning Services – Through May 28th**

[Request an appointment here](#)

The Animal Health Science program will offer reduced cost spay, neuter and dental cleaning services for cats and dogs throughout Spring 2026. The clinic supports student training while providing essential care for pets in the campus community. Appointments are available

Monday through Thursday from January through early May and first come, first served. Eventbrite fees must be paid within 48 hours of receiving an appointment date. For questions, contact ahsprogram@cpp.edu.

Employee News & Updates

• Meet Poly: Your Chatbot Assistant

Poly is Cal Poly Pomona's virtual chatbot designed to support faculty and staff by providing quick access to campus information and resources. Using preapproved responses, Poly answers common questions and directs users to official CPP websites and information. Poly is designed for general guidance on IT support, answering CHRS questions, and helping locate departments, offices and services. Poly does not generate original responses, access personal data or provide official decisions. To use Poly, log in to [MyCPP](#) and click the green chat icon in the bottom right corner of the dashboard.

• Starship Robot Delivery Service – CPP Enterprise Foundation

Cal Poly Pomona Enterprises Dining Services partners with Starship Technologies to provide an affordable and environmentally friendly robot delivery service. These adorable little bots bring your favorite dishes from campus restaurants right to you!

Too cozy to leave your dorm? A Starship Robot is happy to help. Forgot to pack your umbrella? Just order up a robot; they don't mind the rain!

Download the **Starship Delivery App** from the [App Store](#) or [Google Play Store](#). Place your order from participating campus restaurants and await the robot assigned to complete your delivery mission!

For a small delivery fee, your meals will arrive on six wheels! Plus, you can link your meal plan to the Starship App to pay with your Bronco Bucks or Dining Dollars.

This semester, Starship will deliver from BRIC Break, Qdoba, TaKorean, and more. We hope you enjoy these fully-electric members of the Cal Poly Pomona community. Happy ordering!

• New CPP Safe App: Fast Alerts = Smart Response

Campus safety is [now at your fingertips](#). Download the new CPP Safe app to receive emergency alerts and access campus safety resources directly from your phone. Whether you're in class, in your office, or walking around on campus, CPP Safe can help keep you informed and provide support when you need it. Learn more about CPP Safe.

• Campus Alerts Under Senate Bill 98

[Senate Bill 98](#)
[Full Article](#)

Cal Poly Pomona announced how it will implement Senate Bill 98, a new state law requiring universities to notify campus communities about confirmed immigration enforcement or routine compliance activity on campus. Alerts will be sent by email from SB98notify@cpp.edu and posted on the university's Immigration Resources web page, where they will remain archived for the academic year. Notifications will include the date and time, campus location and a link to resources, but will not contain personally identifying information. Activity must be confirmed by University Police or designated officials before alerts are issued. CPP will continue to follow CSU guidance, protect privacy and support affected students. Read the full article to learn more about when alerts are issued and what resources are available.

• Workplace Know Your Rights Act

[Workplace Know Your Rights Act, Senate Bill 294](#)
[Voluntary SB 294 Designation Form](#)
[Department of Industrial Relations Website](#)

[SB 294 FAQs](#)
[HR Policy Employment Notices Website](#)

The **Workplace Know Your Rights Act**, Senate Bill (SB) 294, was signed by Governor Newsom on October 12, 2025. The law requires employers to provide a template notice, which includes information on many areas of workers' rights under state and federal law, by February 1, 2026 and thereafter on an annual basis.

The law also requires employers to allow employees to designate an emergency contact to be notified if the employee is arrested or detained at work or during work hours, and the employer has actual knowledge of the event. This part of the law must be implemented with current and new employees by March 30, 2026.

If you would like to make your voluntary SB 294 designation, please complete the form. Please note, the person you designate as your contact for this form may be your Primary Emergency Contact or a different person.

More detailed information can be found on the Department of Industrial Relations website and the California Workplace – Know Your Rights poster. The poster is currently available on the Department of Industrial Relations website in English and several other languages.

For SB 294 related questions, please visit [SB 294 FAQs](#) on the [HR Policy Employment Notices web page](#) or contact hrpolicy@cpp.edu.

• **CSUBUY Procure-to-Pay (P2P) System Now Live**

[CSUBUY P2P Website](#)

Cal Poly Pomona has officially launched its new CSUBUY Procure-to-Pay (P2P) system, which went live Jan. 26. CSUBUY P2P replaces the former purchasing process with a single, modern platform that brings purchasing, approvals, ordering, receiving and payment together in one place. The system simplifies workflows, reduces manual steps, improves transparency and helps ensure compliance with CSU policies. This implementation is part of a CSU systemwide effort to streamline and standardize procurement and payment processes across all CSU campuses. For training materials and resources, visit the CSUBUY P2P website.

• **Mileage Reimbursement Rate 2026 Updates**

The CSU has updated the standard mileage reimbursement rate for business travel in accordance with IRS guidelines. For business travel occurring on or after Jan. 1, the reimbursement rate will increase from 70 cents to 72.5 cents per mile. Concur Request and Expense have been updated to reflect the new rate, so no additional action is needed from travelers. Mileage driven for moving purposes will remain unchanged from 2025 at 21 cents per mile. For more information, visit the University Accounting Services website or email travel@cpp.edu.

• **Employee ADA Requests**

[Employee ADA Resources Website](#)

Under the American with Disabilities Act and Fair Employment and Housing Act, qualified individuals with disabilities must have equal access to all aspects of employment that are available to employees without disabilities. These Acts also require employers to afford such individuals reasonable accommodations that will allow them to perform the essential functions of their jobs.

Cal Poly Pomona is fully committed to ensuring equal employment opportunity for qualified applicants and/or employees with disabilities and engages in a timely, good faith, interactive process to determine effective reasonable accommodations.

Employees with questions about disability support and accommodation should contact the [ADA Coordinator](#) who has been designated as the campus authority to verify employee disabilities and to prescribe specific accommodations for employees with documented disabilities.

Please refer to the Interactive Process Guides below for both Supervisors and Employees:

- [Employee Interactive Process Guide](#)
- [Supervisor Interactive Process Guide](#)

• Employee Affinity Groups

[Employee Affinity Group Website](#)

Employee Affinity Groups (EAG) bring together Cal Poly Pomona employees who share common identities, interests, or goals. The purpose is to foster belonging, connection, and collaboration across campus. These employee-led groups create spaces for support, networking, and professional growth and help make CPP an even more inclusive and engaged community.

If you are interested in joining an existing group or starting a new one, visit our Employee Affinity Group website.

University & CSU Employee Engagement

• **Bronco Step Challenge Registration – Opens May 11th**

Registration Opens – Monday, May 11th at 8:00 AM

Registration Closes – Monday, June 8th at 8:00 AM

Event Dates: Monday, June 8th to Monday, August 3rd

Stay active this summer with the free, eight-week Summer 2026 Bronco Step Challenge, part of the BRIC Fitness Program. Participants can join individually or form teams of three to five to compete in divisions for full-time faculty and staff or part-time employees and students. Teams submit weekly step totals to build a cumulative average, while individuals track total steps across the challenge. Follow weekly leaderboard updates and join the friendly competition. Spots are limited. Register via the Bronco Step Challenge Registration Form.

For questions, contact jillamas@cpp.edu.

• **Nominate Your Team for the One Team Award – Due June 12th**

[One Team Website](#)

[Fall Conference Website](#)

[Submit Application Here](#)

The One Team Award is back for its 6th year, recognizing cross-departmental and cross-divisional teams that work diligently to make student success a reality. Eligible teams must be comprised of faculty and/or staff from at least two departments with three individuals minimum. Projects must have been completed in the past academic year. Nominations will be evaluated on their impact on the campus community and how closely their projects and initiatives align with the university's core values. The winning team will be announced at Fall Conference. Read more about the award and see past winners on the One Team Website.

• **Lanterman Market Assessment Survey - We Need Your Voice**

[Survey Link](#)

[Lanterman Development Center Website](#)

Cal Poly Pomona is advancing Phase 2 of the Lanterman site market assessment and needs your input. Phase 1 evaluated current and historic market conditions across Los Angeles County and nearby regions to understand long-term feasibility. Now, the perspectives of the CPP community will help inform potential land uses that support housing needs, CPP's academic mission, research priorities and experiential learning opportunities. The 300-acre Lanterman property represents a once-in-a-generation opportunity to shape the university's future through mission-aligned public-private partnerships. Share your input through the survey,

• **Share Your Sunshine: Present at Staff Appreciation Week**

[Registration Form](#)

Summer is calling — and at CPP we're kicking it off celebrating you! Staff Appreciation Week returns **Monday, May 18 through Friday, May 22**, bringing a week of sunshine, creativity, connection and fun to campus. Do you love planning events, bringing people together, or spreading good vibes? Staff Council is recruiting enthusiastic staff volunteers to support the week and talented staff who'd like to host a mini-workshop or showcase a skill, from baking and music to yoga, art or something totally unique. It's your

chance to bring colleagues together, spread good vibes and help create an unforgettable week for our campus community. Sign up, share your talent and help make SAW 2026 the brightest week of the year.

• CSUEU Chapter Service Opportunities

Reminder, the 2023 Contract expires on Tuesday, June 30, 2026.

CSUEU T-Shirt Wednesdays

Every Wednesday all chapter members are welcome to show solidarity and union pride by wearing your blue or white CSUEU T-shirts. If you don't have a t-shirt, then Dodger blue t-shirts are welcome as well. All CSUEU chapters will participate and show solidarity as we prepare for the strike this fall.

Statewide Blue Solidarity Rallies to Support Staff Bargaining Kickoff

[Register Here](#)

Date: Thursday, May 7th

Time: 12:00 to 1:00 PM

Location: CSU Northridge

Member Briefing by Bargaining Team

[Register Here](#)

Date: Friday, May 8th

Time: 12:00 to 1:00 PM

Location: Virtual

Join the Contract Action Team (CAT) on your campus and encourage members who want to help to join!

[Sign up Link](#)

This page is dedicated to building our Contract Action Team. By signing up, you will be working to organize campus support during negotiations. Together, we can strengthen our voice and ensure that our priorities are heard at the bargaining table.

• Help Improve Campus Wayfinding: Take the Survey

[Survey Link](#)

Help improve how students, faculty, staff and visitors navigate Cal Poly Pomona by completing the Campus Signage and Wayfinding Survey. Your feedback will guide efforts to enhance the clarity of campus signage and make it easier to locate buildings, services and key destinations. For questions, contact Carmen Chan at carmenchan@cpp.edu.

• New “Points of Pride” Website for Sharing Our Story

[Points of Pride Website](#)

Strategic Communications is excited to announce a new way to help you showcase and celebrate our Bronco community. The Points of Pride website is your one-stop hub for content showing the very best of CPP. Explore a curated collection of images, rankings, student and alumni success stories, and more. You can use this content on your website, flyers, brochures or anywhere you want to exhibit our university's excellence.

• Submissions for “CPP This Week” Newsletter

[Master Events Calendar](#)

Please send submissions to cppthisweek@cpp.edu.

Submission Requirements:

1. Maximum length is 120 words
2. 4-to-8-word long headlines
3. Web link
4. Contact information
5. Description
6. Date (*if applicable*)
7. Time (*if applicable*)
8. Location (*if applicable*)
9. Add events to the university's master events calendar

Announcements may be edited and will run a maximum of four weeks (please specify if fewer). Accuracy is the responsibility of the person submitting the information.

• The California State University AI Commons

[AI Commons Website](#)

The CSU AI Commons website serves as the central hub for the California State University system's generative AI initiative. The site organizes resources by audience (faculty, staff, students, alumni), making it easy to find role-specific guidance on integrating AI into daily work and curriculum.

Here's what employees can find:

Professional Development & Training - The site offers multiple pathways for AI skill development. CSU Learn provides diverse courses on AI fundamentals, ethical considerations, and practical applications for business functions. Faculty and staff can access courses that cover AI terminology, hands-on tool exploration, content detection strategies, and help participants develop personalized AI use policies.

Guidelines & Security - The site provides comprehensive guidelines for safe and responsible AI use, addressing data security, privacy, intellectual property, and compliance. Employees learn about the CSU's enterprise contract with OpenAI that protects university data and ensures no CSU information is used for model training. The site clarifies which AI tools are approved and explains the procurement process for new tools.

Governance & Committee Work - Information about the Systemwide Generative AI Advisory Committee is available, which advises on operationalizing CSU AI policy across teaching, learning, scholarship, productivity applications, IT security, and intellectual property implications.

• New “CSU Voices” Platform

[Learn more about CSU Voices here](#)

[Join the CSU Voices Community](#)

The California State University has launched **CSU Voices**, a new e-advocacy platform that invites students, faculty, staff, alumni and supporters to engage on key policy issues affecting public higher education. The initiative provides timely updates on state and federal developments and offers opportunities to take action when it matters most. By joining CSU Voices, you'll receive timely updates on policies that impact our students, alerts when your voice can help influence legislation, and stories that show the real impact of CSU in every community.

• UPD Perceptions Research Study Survey – First 1,000 Participants

[Survey Link](#)

Faculty and staff are invited to contribute to this 10-minute anonymous survey approved by the CPP Institutional Review Board about what campus community members think of the University Police Department. Study participation is open to all current CPP students, faculty, staff and administrators over

18 years of age. The first 1,000 participants will receive a \$1 Amazon gift card. For questions, contact Peter Hanink at pahanink@cpp.edu.

- **Free Speech Event Fund – AY 2025-2026**

[Read more about the fund and apply here](#)

The Bronco Leadership Center is proud to announce the 2025-2026 Free Speech Event Support fund! This fund is open to CPP departments, colleges and student groups hosting events occurring in the 25-26 academic year with free speech component — such as a panel discussion, debate, open forum, guest lecture or similar activity. Qualifying events can receive up to \$1000 for your event. The goal is to encourage dialogue, foster understanding and ensure that free expression thrives on campus. Whether your event is large or small, if it advances the spirit of open conversation, you may be eligible for support.

University & CSU Professional Development

• **Promoted Into Incompetence: Why Good Workers Become Poor Leaders – May 7th**

Date: Thursday, May 7th

Time: 10:00 to 11:00 AM

Location: Zoom

[Register Here](#)

CSU faculty and staff are invited to attend this special edition two-part CSU's Got Talent series presented by Systemwide Learning and Development. Led by David E. Fraser, the sessions draw on insights from his book "Promoted into Incompetence" to explore why employees can struggle after promotion and how organizations can better support leadership success. Participants will gain practical, research-based strategies to strengthen leadership readiness, mentorship and promotion practices. All CSU faculty and staff are welcome to attend.

• **The Beginners Guide to Psychological Safety. What is it and Why it Matters – May 13th**

Date: Wednesday, May 13, 2026

Time: 10:00 to 12:00 PM

Location: Student Services Building 121, Room 1965 – First Floor

[Register Here](#)

Beginner's Guide to Psychological Safety introduces what psychological safety is and why it matters. You'll learn how it enables people to speak up, share ideas, ask questions, and take healthy risks without fear. Through interactive activities and real-life examples, you'll explore the foundations of trust, open communication, and inclusive environments. By the end, you'll walk away with a practical understanding of psychological safety and simple ways to start applying it in your workplace and everyday conversations.

This session is eligible for the Curating Curiosity Campus Experience.

• **Impact of Learning Styles in the Workplace – May 28th**

Date: Thursday, May 28, 2026

Time: 11:00 AM to 12:00 PM

Location: Virtual

[Register Here](#)

Our learning style plays an important role in how we process information across many areas of our work. Understanding your individual learning style can help prevent mistakes, boost productivity, and build self-confidence. This session will explore the three primary learning styles, the characteristics and challenges of each, tips for maximizing how you learn, and strategies for managing different learning styles, including a manager-focused perspective.

• **OAI Summer Conference: AI in Higher Education – June 3rd & June 4th**

Date: Wednesday, June 3rd – Thursday, June 4th

Time: 8:30 AM to 4:00 PM

Location: Building 162, Rooms 1001 and 1002

[Register Here](#)
[Promo Code Request Form](#)

CPP faculty and staff may request a free registration promo code.

Registration is open for the 2026 Office of Academic Innovation Summer Conference, “Human at the Core: Navigating AI in Higher Education.” Faculty and staff from Cal Poly Pomona and universities across the region will explore how artificial intelligence is reshaping teaching, research, workforce preparation and student success. The two-day conference features keynote presentations, panel discussions and collaborative sessions designed to spark new ideas and strengthen cross-institutional partnerships.

• **Seven Habits of Highly Effective People Workshop Series – June 3rd, June 10th, June 17th**

Date: Wednesday, June 3rd – Wednesday, June 10th – Wednesday, June 17th

Time: 1:00 to 5:00 PM

Location: SSB – Building 121, Room 1965

[Register Here](#)

Franklin Covey’s “Seven Habits” helps employees apply timeless principles of effectiveness to improve interpersonal communication, take initiative, establish greater trust, strengthen relationships, increase influence and balance key priorities. Join EODA for this three-part workshop to get an overview of leadership effectiveness at the individual, team and organizational levels. Learners will also participate in the Seven Habits assessment, assigned prior to their attendance.

• **Academic Applications of AI (AAAI) Microcredential for Faculty & Staff**

[CSU Canvas AI Courses Website](#)

The Academic Applications of AI (AAAI) Faculty Microcredential (2.0) is a comprehensive program to enhance **faculty and staff** understanding of generative AI is now available systemwide. Whether you are a researcher, support staff, or simply curious about AI, this course offers valuable insights. This course was developed by SDSU.

[Self-Enroll here](#) - Click the button below, choose “CSU Employee & Student Login In,” select your campus from the dropdown menu, and click the “Enroll in Course” button on the top right.

After completing this course, you will be able to:

- Articulate and differentiate how language-based and image-based generative AI tools actually work.
- Describe an action plan for ensuring student awareness of bias, privacy, and other ethical concerns inherent in using generative AI tools.
- Construct a syllabus statement on using generative AI tools appropriate to at least one of your courses.
- Understand the variety of popular generative AI options and selectively build a tailored toolkit appropriate to your academic work.
- Iteratively refine prompt results leading to effective querying of generative AI.
- Course Commitment: 2-10 hours online, asynchronous
- Digital Credential: [Academic Applications of AI Microcredential](#)

Upon successful completion of the course, participants will be eligible for a badge/credential.

Course Updated: November 2025

• **AI Tools for Higher Ed Staff and Professionals Microcredential**

[CSU Canvas AI Courses Website](#)
[Course Testimonials](#)

This online course is offered systemwide and will help higher ed professionals learn the AI Tool Basics, including what they are, as well as why, when, and how to use them. The course was developed at Fresno State University.

Two Course Modality Options

1. **Facilitated by an Instructor** (Registration will open in December 2025)

Course commitment: 4 weeks, approximately 20-30 hours

Digital Credential: [AI Tools for Higher-Ed Staff Professionals \(Facilitated\)](#)

Spring Schedule: February 23 to March 15, 2026 | March 23 to April 19, 2026

2. **Self-Paced without an Instructor - [Self-Enroll Link](#)**

Course commitment: Approximately 6-8 hours

Digital Credential: [AI Tools for Higher-Ed Staff Professionals \(Asynchronous\)](#)

By the end of this course, participants should be able to:

- Explain key concepts and concerns related to generative AI (gAI) and its potential applications in the workplace.
- Evaluate available gAI tools for relevance to professional tasks.
- Identify specific areas where gAI could be applied to streamline workflows or address challenges.
- Develop (facilitated course) and consider (self-paced course) or effective prompts for generating relevant and high-quality outputs using gAI tools.
- Explore (self-paced course) or discuss (facilitated course) critical issues related to ethical and responsible use of AI in the workplace.
- Critically assess the quality and reliability of AI-generated outputs for use.

Upon successful completion of the course, participants will be eligible for a badge/credential.

Course Updated: September 2025