

Special Visit Institutional Report

from

California Institute of Integral Studies

1453 Mission Street

San Francisco, CA 94103

to

Western Senior College and University Commission (WSCUC)

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Submitted by

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SECTION 1

Nature of the Institutional Context and Major Changes Since the Last WSCUC Visit

CIIS History, Mission, and Values

Since its inception, California Institute of Integral Studies has been a pioneer in integral teaching and learning, offering innovative degree and non-degree programs that explore multiple aspects of the human experience. Academic rigor is combined with a learning environment planned to be personally and socially transformative. CIIS, well known for its programs in counseling and clinical psychology, its merging of philosophical traditions, its dedication to multiple ways of learning and teaching, and its recognition of the importance of spirituality, attracts students and faculty seeking to make a positive difference. An orientation to healing is expressed not only in the programs directed toward individual mental and physical health, but also in a strong commitment to sustainability and social justice. CIIS honors diverse traditions, a reflection of its founding as a center for the integration of different traditions, ways of knowing, and worldviews. An early adopter of online learning, CIIS has long sought ways to make its integral approach to education accessible to those unable to reside in the Bay Area.

CIIS's stated mission and vision is to embody spirit, intellect, and wisdom in service to individuals, communities, and the Earth. CIIS expands the boundaries of traditional degree programs with transdisciplinary, cross-cultural, and applied studies through face-to-face, hybrid, and online pedagogical approaches. Offering a personal learning environment and supportive community, CIIS provides an excellent multifaceted education for people committed to transforming themselves, others, and the world. CIIS's Seven Commitments are aspirational statements intended to advance the stated mission and purpose. The Commitments were developed through a collaborative community process and reflect institution-wide values that derive from the mission and guide institutional planning and life: 1) Practice integral approaches to learning and research; 2) Affirm spirituality; 3) Commit to diversity and inclusion; 4) Foster multiple ways of learning and teaching; 5) Advocate sustainability and social justice; 6) Support community; and 7) Strive for integral and innovative governance ([Exhibit 1.1: CIIS Mission, Purpose, & Seven Commitments](#))

CIIS was founded in 1968 as the California Institute of Asian Studies (CIAS), an educational center of the Cultural Integration Fellowship, a nonprofit, nondenominational religious, cultural, and educational organization. In 1974, CIAS was incorporated separately as a private, nonprofit, nonsectarian graduate school. In 1980, the name was changed to California Institute of Integral Studies to better reflect the integral philosophy that remains central to its educational approach. In 1993, the university extended its academic programs to include undergraduate education, introducing a bachelor's degree completion program. The American College of Traditional Chinese Medicine (ACTCM), founded in 1980 as a private, independent graduate school, merged with CIIS on July 1, 2015.

ACTCM (now ACTCM at CIIS) and its Master of Science of Traditional Chinese Medicine have been continuously accredited by the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM) since 1991, and its Doctor of Acupuncture and Oriental Medicine (DAOM) degree since receiving candidacy in 2010 and accreditation in 2012. In 2014, ACAOM granted permission to offer the Doctor of Acupuncture and Chinese Medicine (DACM) degree. A site visit for initial accreditation of the DACM is scheduled in March 2018, with ACAOM action scheduled for August 2018. The degree was approved by WSCUC at the time of the merger.

CIIS has been continuously accredited by the Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WSCUC) since 1981.

Facilities and Programs

CIIS currently conducts its central operations in university-owned facilities at 1453 Mission Street in the Mid-Market area of San Francisco, the growing technology hub for the city. The central building is supplemented by leased facilities at two sites in the nearby Potrero Hill neighborhood (455 Arkansas Street and 555 De Haro Street). Five counseling centers (“clinics”) are in various leased locations throughout San Francisco; one, the Clinic Without Walls, is in a housing authority complex in the Mission District. MA and PsyD psychology students also have practicum and internship placements in agencies throughout the Bay Area. Acupuncture services are offered in two public clinics on the ACTCM Potrero Hill campus and at regularly scheduled ad hoc clinics at the Mission Street campus. ACTCM interns practice at five affiliated clinical sites located in San Francisco, Oakland, and Berkeley. CIIS’s division of Public Programs offers events and workshops at the Mission Street building and in various venues in the San Francisco Bay Area. Attendance at these events exceeded 6,000 in 2017, while listeners to Public Programs podcasts totaled 58,000 in the same year.

CIIS offers 30 degree programs or concentrations: one bachelor’s degree; 16 master’s degrees; nine PhD degrees; and four professional doctoral degrees ([Exhibit 1.2: List of Current Academic Programs as of Fall 2017](#)). Program delivery is primarily face-to-face, with six programs or concentrations offered online: Master of Arts in Counseling Psychology with a concentration in Expressive Arts; Master of Arts in Integrative Health Studies; Master of Arts in Philosophy and Religion with a concentration in Philosophy, Cosmology, and Consciousness; Master of Arts in Transformative Leadership; PhD in Transformative Studies; and PhD in Integral and Transpersonal Psychology. All online programs at CIIS include face-to-face intensives at the start of each semester.

An additional five programs or concentrations are offered in hybrid format: Bachelor of Arts in Interdisciplinary Studies; Master of Arts in Gender, Spirituality, and Social Justice; Master of Fine Arts; PhD in Human Sexuality; and PhD in Philosophy and Religion with a concentration in Women’s Spirituality. All classes have their own online space in Canvas, CIIS’s learning management system, for supplemental work and posting of course materials.

Five programs or concentrations employ a cohort model: the Bachelor of Arts in Interdisciplinary Studies and the Master of Arts in Counseling Psychology with concentrations in Community Mental Health, Drama Therapy, Expressive Arts Therapy, and Integral Counseling Psychology (weekend).

Fall 2017 enrollment is 1,443 students, 50 of whom are at the undergraduate level and 1,393 at the graduate level as follows:

- Bachelor of Arts 50
 - Master of Arts 678
 - Master of Fine Arts 20
 - PhD 420
 - Professional Doctoral 251
 - Special Students 24
- (statuses of auditors, non-matriculated, and registration maintenance)

[Exhibit 1.3: CIIS Enrollment 2013-2017](#)

CIIS has set a goal of increasing enrollment to 1,700 by Academic Year 2020-21, to be reached by offering new programs, increasing admissions and retention in existing programs, and converting selected existing residential programs to online and low-residency models. Achievement of the enrollment goal is supported by a three-year financial and organizational model and plan described in section 3.

Placing the November 2016 WSCUC Visit in Context

The November 8-10, 2016 Visit occurred just one week after President Joseph Subbiondo, CIIS's president for 17 years, left CIIS after having been placed on sabbatical by the trustees, and two months after CIIS first realized that it had a substantial unanticipated shortfall in fall tuition income.

In early September 2016, the Board of Trustees had been made aware that CIIS had a tuition shortfall of \$1.1 million. In response, the Board Finance Committee mandated that the president and vice president of Finance, working with a special Trustee Oversight Subcommittee, develop a plan to bring the budget back into balance by the time of the October 8, 2016 board meeting. Further investigation revealed that the projected deficit was \$2.2 million, leading the board at its October 8 meeting to mandate "academic and administrative restructuring" along with continued regular work with the Trustee Oversight Subcommittee. Subsequent developments:

1. In late October, the Executive Committee of the board became aware that the current president would not be able to accomplish the necessary restructuring and budgetary changes and negotiated his taking a sabbatical beginning October 31. Also on October 31, Provost Judie Wexler agreed to take on the role of interim president to lead the necessary administrative and budgetary restructuring with the full support of the board and the faculty.
2. Interim President Wexler immediately created a President's Cabinet and revised the organizational structure. The team created in that first week continued to lead the university throughout the academic year, overseeing the necessary budgetary revisions, restructuring, and communications with institutional constituencies.
3. At the time of the November Visit, the administration was in the midst of revising the budget to eliminate the projected deficit.

At its February 15-17, 2017 meeting, the WSCUC Commission acted to continue CIIS's accreditation and issue a Warning. The Commission scheduled a Special Visit in spring 2018 to address the three concerns cited in its letter: financial strength and sustainability, strategic planning, and leadership.

Changes Since the November 2016 Visit

Since CIIS's reaccreditation review in November 2016, it has undergone profound changes in leadership, finances, operational and financial planning, budgetary controls, operational efficiency, and strategic planning, the details of which are presented in subsequent sections. As it prepares to celebrate its 50th anniversary in 2018, CIIS is committed to maintaining its identity as a university grounded in integral ways of knowing, learning, and being, while adapting and responding to the fundamental changes, disruptions, and opportunities taking place in 21st century higher education and society. CIIS believes that now, more than ever, the world needs the healers, transformation leaders, change agents, scholar/activists, and inspired educators that characterize CIIS graduates.

It was clear to then-Interim President Wexler upon her appointment that the most immediate tasks were to build a leadership team, address the projected financial deficit and future sustainability, build new communication lines to the CIIS community, and create an integrated strategic plan. As she

continually told the community, this was a moment to pause, to reflect on the nature and strengths of CIIS and on its needs and challenges, and to come together to act and plan for the future.

A synopsis of changes made since the November 2016 I Visit and in response to the three major areas of concern identified by the Commission is provided below. The process for developing the special report in response to the changes mandated by WSCUC is described in section 2, and greater detail is provided in section 3.

Leadership

CIIS's Board of Trustees appointed Provost Judie Wexler as interim president (continuing as provost) on October 31, 2016 and as president on July 1, 2017. President Wexler then appointed a new provost (Dr. Elizabeth Beaven), a new vice president of Development (Dr. Robert McDermott), and deans for the two largest schools: the School of Professional Psychology and Health (Dr. Nicolle Zapien) and the School of Consciousness and Transformation (Dr. Kathy Littles). Dr. Wexler also extended the responsibilities of the former president of ACTCM and current vice president of China Projects (Lixin Huang) to include the operational areas of Human Resources and Facilities and Operations. A new director was put in charge of Marketing and Communications. Information Technology was completely outsourced, and Human Resources was partially outsourced as staff worked with a consultant to improve functioning.

Leadership among trustees also changed significantly. The trustees elected a new board chair (Ruel Walker) and appointed a new chair for the Board Finance Committee (Steve Maradian). The board began to evaluate its performance, refine the committee structure, and add new members.

[Exhibit 1.4: Elizabeth Beaven CV](#)

[Exhibit 1.5: Nicolle Zapien CV](#)

[Exhibit 1.6: Kathy Littles CV](#)

[Exhibit 1.7: Ruel Walker Resume](#)

[Exhibit 1.8: Board of Trustees Roster](#)

Financial Strength and Sustainability

At the time of the Visit, CIIS leadership was working to reduce an estimated \$2.2 million budget deficit; those efforts were successful. The university ended FY 2016-17 with an unrestricted surplus of \$44,000, a total surplus of \$154,000, and a composite score of 1.6. Expenses were reduced by careful monitoring of operational spending, changes in benefits, and reductions and realignment in staffing. These changes were made while holding firmly to a commitment to maintain service to students. ([Exhibit 1.9: Audited Financial Reports, 2016 & 2017](#))

In developing the budget for FY 2017-18, conservative estimates were used for the revenue projections, all budgets were carefully scrutinized, the campus store was slated for closure with preparations made for online book purchasing, and the previous practice of adding vacancy factors to reduce budgeted salary lines was eliminated. A new system for approving staff positions, including temporary positions, was also adopted. CIIS began this academic year on track with tuition projections and, because of careful monitoring and heightened awareness, is currently running under budget in expenses, with a budget that includes reserves and a contingency fund.

[Exhibit 1.10: FY 2017-18 Budget Summary – Board Approved](#)

[Exhibit 1.11: FY 2017-18 Budget Summary – Revised Projection](#)

[Exhibit 1.12: FY 2017-18 Budget Revenue by Source](#)

Exhibit 1.13: FY 2017-18 Budget Expense by Type

Strategic Planning

After successfully completing a 2010-15 strategic plan, CIIS developed a new one for 2015-20 ([Exhibit 1.14: CIIS 2020 Strategic Plan](#)). That plan was revised in 2017 to highlight selected priorities as follows:

- Increasing revenue
- Strengthening awareness, consideration, and selection of current programs and formats and revising these as needed
- Enhancing efficiency in delivery of instruction and administrative and operational services
- Continuing to deepen diversity and inclusion initiatives

Each school and revenue center have since devised initiatives around these priorities, with leaders, benchmarks, timelines, and costs. A detailed spreadsheet will be available to the Special Visit team members in the team room.

CIIS has prioritized diversity and inclusion through leadership and action across all levels of the institution. Leadership, infrastructure, and implementation are critical to the success of the initiatives in the three-year strategic plan. The Office of Diversity and Inclusion is focused on developing necessary infrastructure, awareness, and best practices in crucial areas: building stronger data collection, analysis, and reporting of key performance indicators regarding campus climate, student success, and demographics, as well as developing and supporting a wide range of relevant professional development and educational opportunities for CIIS's directors, deans, faculty, and staff.

The strategic plans have been connected to a financial plan that allows leadership to model various scenarios to clearly see the impact on finances. The plan projects finances over a three-year period and includes needed investments to serve students.

Exhibit 1.15: CIIS Strategic Plan 2020-21

Technology Changes

To function effectively with reduced staffing, CIIS has enhanced its technological functioning. The information technology infrastructure has been strengthened along with the university's ability to respond to a crisis, as was seen when the CIIS system was attacked by ransomware in fall 2017; the attack resulted in minimal disruption operations. Needed software upgrades have been completed along with a study of software and computer usage. Priorities have been set for replacing or upgrading computers for all staff and faculty members.

Program Changes

CIIS has also advanced programmatic revisions and changes during the last year. Three academic programs or concentrations launched online versions in fall 2017: MA in Counseling Psychology with a concentration in Expressive Arts; MA in Integrative Health Studies; and MA in Philosophy and Religion with a concentration in Philosophy, Cosmology, and Consciousness. Two others have completed redesign projects to change the way they are offered: the MA in Counseling Psychology with a concentration in Community Mental Health is moving from an evening program to a weekend program, and the Master of Fine Arts is moving from a weekend program to a low-residency intensive format. In Continuing Studies, a Certificate in Sex Education was launched. In Student Affairs, a Wellness Center

was developed, offering counseling and wellness programming. An accreditation review was conducted by ACAOM in fall 2017 to review the postgraduate Doctor of Acupuncture and Oriental Medicine degree. Preparations have also been completed for another accreditation visit by ACAOM in spring 2018 to review the first professional Doctor of Acupuncture and Chinese Medicine (DACM).

Summary

The last year has been intense, challenging, and rewarding as CIIS has moved forward quickly and comprehensively to perform the assessment, restructuring, and planning it recognized as necessary. The WSCUC Action letter of April 13, 2017 ([Exhibit 1.16: 2017 WSCUC Commission Action Letter](#)) greatly helped to focus and direct CIIS's efforts to address these specific challenges. Major progress has been made in all three areas and is summarized in this report.

SECTION 2

Statement of Report Preparation

Special Visit Report Preparation

As agreed upon in the March 10, 2017 meeting between CIIS leadership and WSCUC staff, this Special Visit report focuses on the three areas of Commission concern: financial strength and sustainability, strategic planning, and leadership. Report writing has been primarily the responsibility of Associate Provost Chip Goldstein in his role as WSCUC Accreditation Liaison Officer (ALO), collating the work of a range of working groups and individuals including the president, provost, members of the Provost and Deans Group, members of the President's Cabinet, and select members of the Board of Trustees, primarily the members of the Academic Affairs Committee. Components of the report were regularly presented and discussed at Faculty Council meetings, at the Institutional Planning and Budget Committee (IPBC), and at town hall meetings for staff and students. The strategic plan was presented to the Board of Trustees and a complete draft of the Special Visit report was circulated to faculty and staff and reviewed and approved by the trustees' Academic Affairs Committee and Executive Committee prior to submission to WSCUC.

In accordance with WSCUC guidelines for Special Visit Report Format, preparation of this report did not include the level of widespread and comprehensive involvement of various institutional constituencies that would be typical of a full self-study report. The majority of the work to address the three primary issues was completed by the groups described below.

Major steps in completing the work required by the Commission included:

1. **Community-wide Strategic Planning.** This was initiated with an all-day facilitated faculty and staff retreat in December 2016. Over 70 people participated in a current SWOT analysis, recollection of institutional achievements over the past year, and clarification and agreement on goals ([Exhibit 2.1: December 2016 Community Planning Retreat](#)).
2. **Board and Planning Task Force.** This group was formed in March 2017 to provide structure and guidance to the planning process. It identified gaps in the existing plan and convened regularly into fall 2017. The group was guided by two board members with extensive experience in planning and included the president, provost, associate provost, vice president of finance, dean of Undergraduate Studies and Continuing Studies, and a current student with an extensive and highly successful business consulting background. Other individuals were included as needed.
3. **Financial Planning.** A three-year budget projection model was developed as an essential part of the overall strategic plan. It provided a means to test each initiative to determine its impact on financial strength and sustainability as well as modeling for each school and key non-tuition revenue center.
4. **Academic Planning.** In late summer 2017, the provost, academic deans, associate provost, and manager of the provost's office developed overall academic initiatives as well as initiatives directly relevant to each of the four schools (American College of Traditional Chinese Medicine, School of Consciousness and Transformation, School of Professional Psychology and Health, and School of Undergraduate Studies). The academic initiatives became part of the overall plan, connected to the strategic initiatives and tied to the financial plan.
5. **Branding, Marketing, and Communications.** The president, provost, director of Marketing and Communications, and director of Admissions held meetings with each academic dean to discuss the specific marketing and recruitment needs of each school. Beginning mid-fall 2017, a small

group was convened to conduct an abbreviated branding and market analysis process. This initial work will be presented to the larger community early in 2018. Once they have been widely shared and discussed, the ideas will be used to inform a marketing plan for spring 2018.

Summary

In addition to the work of these groups, the president worked regularly with the board and with internal groups to build understanding of and support for the strategic goals and the changes that will be required to achieve them. The work product of each group was summarized to form the basis of this report and its attachments. The report was drafted by Associate Provost and ALO Chip Goldstein, edited by President Judie Wexler and Provost Elizabeth Beaven, reviewed by the President's Cabinet, the Provost and Deans Group, and CIIS faculty and staff, reviewed and approved by the board's Academic Affairs Committee, and, finally, approved by the Executive Committee of the board.

SECTION 3

Response to Issues Identified by the Commission During the Last WSCUC Visit

In its April 13, 2017 Action Letter, the Commission found CIIS to be in noncompliance with WSCUC Standard 3 and issued a Warning. Specifically, the Commission identified three issues to be addressed: financial strength and sustainability, strategic planning, and leadership.

The Commission directed CIIS to “take meaningful and effective actions to remedy these matters and to demonstrate that the institution has been able to address the areas of noncompliance...” This section describes each area of concern, details CIIS’s responses, assesses the impact of these responses, and outlines plans for continued action to address each area.

Financial Strength and Sustainability

“In fall, 2016, CIIS missed its enrollment target, which resulted in a \$1.1 million deficit. Additional budget analyses revealed additional challenges that resulted in a \$2.2 million shortfall overall. While CIIS expects to cover the shortfall through a variety of measures, it is imperative for the institution to engage in both short-term and long-term financial planning tied to its institutional strategy. This planning process, informed by academic leadership, the Board of Trustees, and appropriate faculty committees, must result in a plan linking budget targets to enrollment management, faculty and staff positions, and sufficient resources to provide necessary information and technology support.” (Commission letter, April 13, 2017.)

The projected budget shortfall demanded emergency action to identify causes, take immediate corrective actions, and identify longer-term planning and actions to address the causes. The underlying causes were quickly identified as structural issues that had developed over several years within CIIS’s business and financial practices. Fiscal review, oversight, accountability, and planning have been priorities since the leadership change and Visit; the projected deficit was successfully resolved, and there has been considerable progress in identifying and rectifying the issues that had led to it. Plans are in place to ensure that CIIS is both operating within budget and building the reserves necessary to support its current operations and projected growth. Early in the strategic analysis process, three major goals were identified to secure financial stability and sustainability:

- Increase tuition revenue by steadily building overall enrollment based on an analysis of current programming and the support needed for growth and improving retention in two schools: the School of Consciousness and Transformation and the American College of Traditional Chinese Medicine.
- Increase non-tuition revenue, primarily through growth in philanthropy and grants, Continuing Studies certificates, Public Programs, China Projects, and clinics.
- Improve efficiency throughout the institution by consolidation and centralization of some functions, continued analysis and adjustment of staffing distribution, and the addition of support services or information technology needed for efficiency and growth.

These major goals, in turn, informed the development of strategic initiatives for academics, operations, leadership, and non-tuition activities (described below in Strategic Planning).

CIIS Actions

Actions to address financial concerns can be best described in two major phases: an urgent process during 2016-17 of discovery and immediate corrective action to close the \$2.2 million deficit; and a longer-term, ongoing process of developing effective controls and oversight and using accurate financial data to build projections to guide the formation and achievement of strategic goals.

Phase One: Stabilizing and balancing the budget

By the time of the November 2016 Visit, the then-interim president and the vice president of Finance had begun an examination of every line item of the operating budget to ensure that numbers and allocations were accurate and to build a full understanding of the current financial condition and its causes. This analysis continued throughout the winter and into the spring of 2017. A newly formed President's Cabinet and a revitalized Institutional Planning and Budget Committee (IPBC) ensured adequate representation and engagement of faculty and staff. These groups undertook aspects of the review and advised the president through a process of budget cuts. The Trustee Oversight Committee continued to meet with the president and vice president on a bi-monthly basis throughout the year to assure progress and keep the board informed. Cuts and corrective actions included:

- The elimination of positions considered nonessential to the quality of student services and experience, resulting in a cost savings of \$69,000 during the months of May and June 2016 and an annual savings of \$532,000 plus benefits.
- Stringent needs analysis and the interim president's approval before recruitment or filling of any vacant or proposed positions.
- Elimination of university contributions to the 401(k) for 2017 and elimination of one of the options for health insurance at an annual savings of \$1.134 million.
- Reduction of expenditures through spending freezes on selected lines and centralized controls and approvals, including the interim president's review of all credit card accounts.
- Introduction of a range of efficiencies including the automation of reports and elimination of redundant data entry.
- Partial outsourcing of Human Resources to reduce costs and provide a high level of expertise at an annual savings of \$129,000.
- Full outsourcing of information technology management and support.
- Implementation of minimum staffing days during times of low activity to reduce accrued vacations.

With the implementation of these reforms, the selling of the loft occupied by the former president, and \$180,000 in donations from several board members, the projected budget deficit was fully addressed, allowing CIIS to move from a negative balance of \$2.2 million in November 2016 to closing FY 2016-17 on June 30, 2017 with an unrestricted surplus of \$44,000 and a total surplus of \$154,000.

Phase Two: Building budget controls and forecasting; developing initiatives to meet financial goals of increasing revenue and controlling expenses

This phase of fiscal recovery began in spring 2017 under the direction of President Wexler and is ongoing. It has included development of a budget for FY 2017-18 that includes board-mandated contributions to reserves and a contingency allowance in case enrollment projections are not met; ongoing and stringent controls of spending and hiring; and careful monitoring of enrollment trends across all four schools. Specific actions in this phase include:

- Reconstituted Board Finance Committee with a review and revision of its charter in the board bylaws, new chair and membership, and a greater frequency of meetings (every four to six weeks) to ensure oversight and guidance.
- Use of conservative, data-informed projections in budget preparation. Removal of \$514,000 in vacancy factors that had been part of previous budgets. Development of a three-year budget forecasting model to guide all aspects of academic and institutional planning and regular presentation/review by the Board Finance Committee.
- As part of the strategic plan, review of deferred maintenance and planned capital expenses and a three-year prioritized plan for funding and action.
- Reconstituted IPBC to ensure full representation of faculty and staff in budget discussions. This group meets every other week and regularly reviews budget-to-actual numbers, reviews financial policies and procedures, and researches and recommends actions such as tuition setting, scholarship policies, compensation goals and priorities, and capital needs.
- At the direction of IPBC, a task force worked on tuition setting for Academic Year 2018-19 and is currently working on a proposal for two additional years as part of a three-year fiscal plan. This included a comparative analysis of regional competitor institutions (mandated by the president in spring 2017), national trends (particularly relevant for ACTCM), student and prospective student survey results, and an analysis of enrollment trends within each school.
- At the direction of the IPBC, a task force worked on scholarship allocations, with emphasis on building enrollment and retention, supporting the unique needs of undergraduate students, and supporting CIIS's commitment to diversity and inclusion.
- Reduction of the number of faculty sabbaticals awarded based on a careful application of the existing policy, assessment of proposals for sabbatical projects, impact on programs, and time elapsed since last sabbatical.
- Close monitoring of enrollment projections (weekly throughout summer and early fall) and continual revision of tuition income projections to budget.
- Enhanced enforcement of minimum-class-size policy: canceling or combining courses that did not meet minimum enrollment requirements and were not required for students to graduate on time.
- Individualized outreach in late summer to non-enrolled students to increase fall enrollment through improved retention.
- Engagement of the Curriculum and Academic Review Committee (CARC) in revision and recommendations for implementation of a program closure policy.
- Engagement of CARC in review and recommendations for new online undergraduate degrees (Bachelor of Science in Psychology; Bachelor of Arts in Education) and revisions to graduate degrees (Doctorate in Psychology, Master of Counseling Psychology with a Concentration in Community Mental Health, Master of Fine Arts) considering direct and indirect costs in addition to academic quality.
- Development of school-specific academic budgets under the supervision of the academic deans for greater control and enhanced efficiency.
- Adoption of a zero-budget model for developing the FY 2018-19 budget, with all major costs examined and justified.
- Implementation of IT improvements (software, hardware, security, storage, and support) and creation of a Technology Advisory Group that has begun development of a prioritized plan for upgrades over a three-year period ([Exhibit 3.1: CIIS Long-Term IT Projects & Investments](#)).
- Analysis of site needs, including pending lease renewals for one of the ACTCM sites and three psychology clinics; research into alternative sites and changes to space use and configuration of

the Mission Street site. Research has focused on the need to control rising rents in an aggressive San Francisco real estate market, a desire to optimally use current space, continued commitment to being a presence and service provider in diverse Bay Area communities, and a desire to further integrate ACTCM programs and students through greater use of shared space.

- School-based and university-wide strategies to build enrollment based on strategic goals that consider timing and resources (see Strategic Planning, below).
- School-based and university-wide strategies to increase student service and satisfaction and thereby increase retention (see Strategic Planning).
- Development of non-tuition revenue centers (see Strategic Planning).

Results of Actions

- The FY 2016-17 budget was stabilized, and CIIS ended the fiscal year with an unrestricted surplus of \$44,000 and a total surplus of \$154,000 ([Exhibit 1.9: CIIS Audited Financial Reports, 2016 & 2017](#)).
- CIIS has a composite score of 1.6, comparable to 2016 (1.6) and 2015 (1.8).
- The budget for FY 2017-18 includes a board-directed reserve of 2% and an internal budget that includes higher-than-mandated reserves in case of lower-than-projected enrollment or other contingencies.
- Careful monitoring and stringent controls of expenditures and hiring are ongoing and have resulted in many key areas being under budget.
- CIIS met its budgeted fall 2017 enrollment projection.
- New marketing initiatives and personalized outreach began to show positive results in late summer and are reflected in higher applications for spring 2018 (at the end of November there were 180 applications being processed, compared with 122 at the same time the previous year).
- The budget projection model has been developed and adjusted based on input from groups including the Faculty Council, IPBC, Board Finance Committee, and staff. This is allowing CIIS leadership to test and model various scenarios, assisting in budget development and in determining appropriate tuition levels for AY 2018-19.
- CIIS was able to hold tuition for AY 2018-19 to a 2% increase for three schools and 0% for ACTCM (held level based on an analysis of national trends in acupuncture training and a competitor analysis). These increases compare favorably to a 4% increase for all schools for each of the past two years.
- CIIS is able to restore a second option for health insurance for the 2018 benefit period.
- There was sufficient funding for an increased allocation of Opportunity and Diversity scholarships for spring 2018.

Plans for Further Action

- Careful and continual monitoring of all budget areas, using the three-year forecasting model and financial reports, will increasingly be built into administrative and Board Finance Committee oversight procedures as a basis for all financial decisions and planning.
- Continuing Board Finance Committee review of current financial and budgeting policies.
- CIIS's leadership recognizes the value and importance of its faculty and staff and the need for action to improve compensation and benefits. A plan for the restoration of faculty steps and the reinstatement of annual cost of living increases is being developed, along with a review of current best practices for 401(k) contributions.

- CIIS currently spends \$1.35 million per year on rents for outside facilities, and rents are rising in San Francisco. The university is investigating the alternative of more efficiently utilizing current space in the Mission Street building and thereby reducing the funds spent on rentals. CIIS has approximately \$25 million in equity in the building (based on the most recent appraisal) and could use a portion of this equity to finance any necessary retrofit and buildout of unused space, while also removing the outside rent payments from the budget. This would greatly increase the value of the building in the fastest-developing commercial area of San Francisco and better integrate ACTCM with the rest of the university.
- Further development of a three-year tuition plan is underway, with consideration of degree package pricing (currently used in the School of Undergraduate Studies) and early enrollment incentives.
- Ongoing program analysis will reduce any overlaps, provide more choice and flexibility for students, reduce use of adjuncts, and allow for more flexible use of core faculty.
- Strategic personal outreach to students is being provided to enhance retention and registration for classes prior to the start of the semester.
- Emphasis on retention and time to completion for ACTCM students is being made through increased advising.
- Consolidation of programs in the School of Consciousness and Transformation will allow for greater flexibility and student choice and will reduce expenses.
- Consolidation of core counseling psychology classes in the School of Professional Psychology and Health will ensure that courses are fully enrolled, reducing duplication, and increasing efficiency.
- Three new undergraduate degrees, two of which will be online to increase access, are planned. One (a BS in Psychology) is expected to be in review by a WSCUC Substantive Change team at the time of the Special Visit.
- School-based budgeting and financial controls under the direction and accountability of the academic deans continues.
- Capital needs and deferred maintenance will be prioritized and planned.
- CIIS will continue to increase and diversify non-tuition revenue (see Strategic Planning, below, for details).
- CIIS will launch a search for a permanent vice president of Advancement; the new vice president will conduct a full audit of all advancement activity.

Strategic Planning

“In addition to developing a viable financial plan, CIIS must also develop a strategic plan defining the future direction of the institution. This plan must align short-term and long-term financial, academic and operational goals. The Commission expects evidence that these planning efforts will result in more effective integration of efforts across programs and departments, related to budgeting, faculty development and support, CIIS’s commitment to diversity and inclusion, and especially in relation to ACTCM.” (Commission letter, April 13, 2017)

The new CIIS leadership team established in 2017 became aware of the need for a clearly articulated strategic map tied to a comprehensive financial plan. This would provide guidance and accountability in order to build financial strength and sustainability and to support and protect the mission, values, and core commitments of the university. The existing strategic plan for the period 2015–20 lacked specificity in benchmarks, prioritization, and resources needed for successful tracking and completion of goals.

CIIS Response

Strategic planning has been a major focus of leadership activity since the WSCUC Visit, with emphasis on the development of a more precise plan to guide university activity across schools and operations and to increase accountability for timely results. Then-Interim President Wexler began the process with an all-day planning workshop in December 2016 for faculty and staff, facilitated by an external consultant (*Exhibit 2.1: December 2016 Community Planning Retreat*). The workshop marked the first step in a new planning process and identified four overarching goals: a desire to protect CIIS's mission and core commitments, with particular emphasis on a commitment to diversity and inclusion; the need for increased revenue through both higher enrollment and increased non-tuition activities; more strategic outreach and marketing; and the development of an operationalized plan to provide a road map for achieving these goals.

A small but broadly-based group was constituted in March 2017 to carry the strategic planning process forward. The group confirmed the overarching goals of increasing tuition and non-tuition revenues and building brand awareness; highlighted the need for developing efficiencies and controls throughout CIIS and for increasing student satisfaction; and, woven throughout, maintained an emphasis on diversity and inclusion. This group met regularly into fall of 2017.

The strategic plan was developed with and tied to the three-year forecasting model described above in Financial Strength and Sustainability. This made it possible to test the financial impact of all assumptions and goals over a three-year period. The plan has seven major strategic goals ([Exhibit 1.15: CIIS Strategic Plan 2020-21](#)):

1. Increase tuition revenue by increasing enrollment to 1,700 students (increases are broken down by school and year).
2. Assist revenue growth by increasing non-tuition revenue: philanthropy and grants, clinics, China Projects, and certificates and other programs through a new School of Continuing Studies.
3. Build connection by expanding program delivery formats to include expanded use of online instruction and new degrees.
4. Increase inquiries through revitalized brand adoption and awareness.
5. Enhance student retention and graduation rates by strengthening student support and services
6. Increase overall efficiency and maintain an institutional cost to total instructional cost ratio of 52%, which includes some program consolidation.
7. Strive for diversity and inclusion throughout all initiatives.

Each goal has a set of initiatives that identify persons responsible, benchmarks, assessment, and resources needed. These plans will be used to track progress towards achievement and will assure accountability. A detailed spreadsheet will be available to the Special Visit team members in the team room.

The work of the planning group was supplemented by parallel activities that informed and contributed to the central process. The provost, academic deans, associate provost, and manager of the provost's office engaged in a process of developing key shared academic priorities. School-wide academic goals are:

Diversity and Inclusion: Evaluate syllabi and pedagogical approaches to strengthen diversity and inclusion throughout the community with objectives of increased incorporation of diverse perspectives, content, and ways of knowing to build enrollment of a diverse student body and increased cultural sensitivity through examination of current pedagogical practices and classroom

climate to increase inclusion and retention. Maintain the long-term commitment to build faculty diversity. *Leaders:* provost and dean of Diversity and Inclusion.

Academic Leadership: Clarify, reinforce, and fully implement the new academic leadership structure and the academic administrative support model to develop efficiencies, centralize and strengthen fiscal and organizational oversight, and strengthen the faculty peer review process. *Leaders:* Provost and Deans Group.

Revised Program Structures: Develop new delivery formats and stackable/modular degrees; work to eliminate redundancies and overlaps in current program offerings to better meet the needs of a changing student population through more flexible approaches (stackable degrees, online courses and degrees, certificates); increase enrollment and retention; and increase the ability to react to changing demands. *Leaders:* Provost and Deans Group.

Approval and Review Processes: Differentiate the approval processes for degree and certificate proposals and review; implement the program closure policy to increase flexibility in launching certificate programs, ensure adequate academic oversight, and ensure the sustainability of individual programs. *Leaders:* provost and CARC.

Admissions and Marketing and Communications: Develop school-specific marketing plans, reflective of both common themes and individual programs. Understand the market for each school and target outreach efforts. Refine the admissions process to include school-specific admissions teams and use of program and school-specific data. *Leaders:* directors of Admissions and Marketing and Communications.

Assessment: Improve assessment policies and practices to include faculty training, and to ensure data-driven decision-making around program strengths, retention, diversity, and alignment with mission. *Leaders:* Provost and Deans Group, Office of Institutional Effectiveness.

Each school developed specific, targeted initiatives to meet these shared goals and to address the unique set of opportunities and challenges within each school. Each school now has three-year enrollment goals. ([Exhibit 1.15: CIIS Strategic Plan 2020-21](#))

As previously described, a small group undertook initial marketing and rebranding research and development. Work included consideration of the unique needs and identities of each of the four schools and CIIS's overall identity and brand. Recommendations will be shared with the community and implemented in spring 2018.

Results of Actions

In determining planning processes and goals, CIIS leadership was mindful of the rapidly changing landscape of higher education and of the wider culture. This led to a decision to limit objectives to a three-year period, falling within the broader existing strategic plan. The planning process focused on the needs to restore financial strength, move towards sustainability, implement structural changes, enhance efficiency, and improve student support. Towards the end of the life of the current plan, a new cycle of strategic work will be launched with the revisiting of mission, vision, and values as was done with the 2015-20 plan.

Given the tight timeline and the urgent need for a viable and realistic plan, strategic planning work was primarily conducted by small groups following an initial larger meeting inclusive of all faculty and staff.

Progress was consistently communicated to wider constituencies through Faculty Council meetings, staff and student town hall meetings, and community-wide emails. Despite these attempts, there were some concerns about transparency and inclusion. This concern had to be balanced with the imperative of getting a workable plan in place in a timely manner. A full presentation of the plan was given at the October 2016 board meeting.

As a result of this process, CIIS has successfully created a highly functional, comprehensive three-year forecasting model that is tied to seven overarching strategic aspirations and the detailed initiatives that will be needed to achieve them. This level of formality and functionality is new to CIIS and has been met with appreciation by all constituencies. The true test will come as the plan continues to be implemented, and regular monitoring and review of progress will be required. The initiatives were largely developed by the individuals and groups who will be responsible for implementation, a process that has strengthened ownership and buy-in.

The level of planning achieved in a short period of time would not have been possible without the considerable contribution of time and talent of board members and of three current students who provided direction and expertise to development of the three-year forecasting model and to rebranding work. CIIS was fortunate to secure such a high level of support, and these contributions were enhanced by these individuals' knowledge of, affection for, and connection to the university.

Plans for Further Action

Provisions for regular review of benchmarks by the leadership team and revision of action plans or goals will be ongoing. The president and provost will provide regular progress reports to the board as a whole, to the relevant board committees, and to faculty and staff. It is important to keep CIIS moving forward as a community in an integrated way. A new planning process will begin early in 2020.

Leadership

"The sudden departure of the president, who held that position for 17 years, and the appointment of an interim president who had previously announced plans to retire, makes it incumbent on the Board of Trustees to identify and appoint a new president as soon as possible. It is critical that the new president have support from the board to establish a strong leadership team that will help CIIS further its mission. The leadership must work to develop a comprehensive and coordinated approach to addressing current fiscal challenges and to long-term planning. In doing so, the leadership must determine how to manage challenges through clearly established lines of authority and develop structures within the institution through which to delegate the management of day-to-day activities." (Commission letter, April 13, 2017.)

The WSCUC Visit occurred within a week of the departure of CIIS's president of 17 years. By the time of the Visit, the board had asked Provost Judie Wexler to serve as interim president while continuing her duties as provost. Dr. Wexler readily agreed to this and postponed any plans for retirement in order to provide continuity and to stabilize the institution. She agreed to continue in this dual role until the end of June 2017. She immediately identified and appointed an interim leadership structure of vice presidents, each with a defined area of responsibility, to form a leadership team and to ensure distributed leadership and contribution of diverse points of view.

CIIS Response

Then-Interim President Wexler moved quickly during the first week of November 2016 to establish a President's Cabinet: an advisory and working group consisting of the provost and vice presidents, the associate provost, the dean of students, the Faculty Council chair, the chair of the Deans and Directors Council, and a representative of Staff Council. This group immediately commenced work with her to assess and address a range of issues, to undertake a detailed, line-by-line scrutiny of the budget to understand the immediate and systemic causes of the deficit, and to plan for the changes essential for stabilization and sustainability. Ongoing work has included regular assessment of campus climate, student satisfaction, operations, staffing, and financial and operational planning.

Then-Interim President Wexler communicated the new organizational and leadership structure and other developments to faculty and staff through regular town hall meetings beginning in November 2016. The town halls offered opportunity for input, comment, and questions from the community. The new structure clarified responsibility, accountability, and lines of communication and oversight for both academic and operational structures.

The Board of Trustees held a series of meetings throughout the year, initially to manage the transition of leadership, and then to commence planning for new leadership. At its October 2016 meeting, the board had mandated the restructuring necessary to bring the FY 2016-17 budget into balance. At its February 2017 meeting, the board further mandated the development of a budget for FY 2017-18 that would include a 2% allocation to reserves and an additional contingency amount (detailed above in Financial Strength and Sustainability).

The board formed a large, inclusive presidential search committee in the winter/spring of 2017, coordinated by the associate provost. This group included trustees, faculty, administrators, staff, students, and community members. It developed a revised job description based on an assessment of leadership needs and a strategy for a search, interview, and selection process. The position was widely posted and potential applicants were informed and encouraged to apply. The committee received 50 applications. These were screened, and 10 semifinalists were invited to participate in an interview with committee members, conducted via videoconference. Based on their selection criteria, the committee then selected three final candidates. Each finalist visited the institution and met with a wide range of stakeholders in both formal interviews and less formal conversations with trustees, faculty, staff, and students. After reviewing the final candidates and the progress that Dr. Wexler had made in her interim role, the board asked that she consider becoming president. In June, Dr. Wexler agreed to a two-year term as president, to commence July 1, 2017.

With the support of the President's Cabinet, Dr. Wexler determined that the positions of provost and two new academic deans would be filled internally to ensure quick action and continuity. After consultation with faculty and senior staff, Dr. Elizabeth Beaven was offered the position of provost; Dr. Kathy Little the position of dean of the School of Consciousness and Transformation; and Dr. Nicolle Zapien the position of dean of the School of Professional Psychology and Health. These two largest schools had been previously without deans. President Emeritus Robert McDermott, a long-standing professor with a deep knowledge of CIIS's history and a network of relationships with donors and supporters, was asked to serve as vice president of Development. These positions were all filled by August 1, 2017.

Existing committees have been revised and new committees established to ensure that fiscal and organizational challenges and planning activities are effectively addressed with broadly-based engagement and delegation of day-to-day activities. The President's Cabinet continues to serve a central function by advising the president, ensuring that diverse viewpoints are represented as a basis for decisions, and carrying communication back to constituent groups. The Cabinet meets every week for 90 minutes.

A new group, the Provost and Deans Group, meets every other week for 90 minutes; the group consists of the provost, the associate provost, the dean of students, the dean of Diversity and Inclusion, and the deans of the four schools. In addition to advising the provost, this group addresses a range of topics encompassing academic administration, schedules, faculty workloads, and evaluation protocols. This group worked to develop strategic initiatives for each school as part of the strategic planning process.

The Institutional Planning and Budget Committee (IPBC), chaired by the vice president of Finance, includes members of the President's Cabinet, the academic deans, and the faculty representatives of the Board Finance Committee. It meets every other week (alternating with the Provost and Deans Group) to provide budget oversight and work on a range of financial matters including recommendations for tuition levels, plans for compensation, discussion of capital needs and costs of deferred maintenance, and development of the budget for the next fiscal year. Task forces are formed from this group as needed for specific topics such as tuition setting and scholarship allocation.

The Faculty Council continues to meet on the second Thursday of each month; most other faculty committees also meet on Thursdays. The Council chair has worked with the provost to examine the current faculty governance committee structure. Each committee is reviewing its mandate and proposing changes based on its current operation for review by the full Council. The Council chair is a member of the President's Cabinet and IPBC, and meets regularly with the provost.

The Board of Trustees has also experienced changes in leadership and structure. A new chair was voted into office in September; the former chair remains on the board, providing continuity and knowledge. There is a new chair of the Board Finance Committee. Board committee charters are being revised and updated with a requirement of more frequent meetings for the Finance, Executive, Trusteeship, and Academic Affairs Committees. The board's Trusteeship Committee has brought forward eight potential new external members since May. All have been accepted onto the board, contributing a range of important skillsets including finance, higher education, strategic planning, and technology. Three members of the former ACTCM board that joined the board at the time of the merger continue their service as board members; one member chairs the Board Finance Committee. The board held a full day retreat with the president in August to allow time to focus in more depth on planning, committees, operations, board composition, roles, and responsibilities.

Lines of communication institution-wide have been continuously clarified and strengthened. President Wexler has held regular town hall meetings for staff and faculty to provide updates on progress in balancing the budget, explanations of actions needed to do so, descriptions of the planning process to provide sustainability, and an invitation for questions and comments. The president has also been a regular guest at Faculty Council meetings, where she has presented and discussed various aspects of the strategic plan and the three-year forecasting model. She is in the process of meeting with staff in each department. The provost has participated in Faculty Council and faculty governance committee meetings, met with Staff Association and program coordinators and managers, and held a series of meetings with students. The president and provost attended the fall ACTCM faculty meeting to provide an update on planning and progress and to discuss ACTCM's specific needs. Face-to-face meetings have

been made available for online streaming whenever possible and have been supplemented by emails to the community on a range of topics.

Results of Actions

An interim president was installed immediately after the departure of the former president. The interim president worked quickly to develop a revised organizational structure. This allowed the work of budget analysis and resulting actions for stabilizing finances and balancing the budget to proceed in a timely manner, as evidenced by the small surplus on hand at the close of FY 2016-17 .

The presidential search process enabled the Board of Trustees to make an informed choice of the next CIIS president, considering the totality of institutional needs. It resulted in the installation of the provost and then-interim president as president, followed by the appointment of a new provost. This has ensured that budget management and institutional planning have proceeded without interruption. Internal leadership and collaboration have been strengthened through the President's Cabinet, Institutional Planning and Budget Committee, Deans and Directors Council, and Provost and Deans Group. Staff performance evaluations, which had not been completed during the past two years, are being conducted at the time of writing, further clarifying lines of authority and delegation. Staff members have been asked to develop goals for the current year in support of achieving the overall goals of the university.

At the board level, a leadership transition was successfully achieved, with the former chair remaining engaged as a trustee and able to provide guidance as needed. Out of a strong commitment to effective oversight and engagement, core board committees such as Finance, Trusteeship, and Academic Affairs are meeting more frequently. The president and board chair consult regularly. The addition of eight new board members, with diverse backgrounds and experience and expertise valuable to CIIS, is an encouraging sign of new growth and optimism for the future. In general, the attitude on the board is that a new era is beginning at CIIS, and trustees are ready to support that new era with their full involvement and participation.

Anecdotally, morale has steadily improved among all constituencies after the upheaval and changes of the past academic year. There is still a strong awareness of CIIS's pressing budget concerns and of the cuts and reductions that were required to achieve a balanced budget, but this is increasingly coupled with a feeling of vitality and enthusiasm about new possibilities for the university.

Plans for Further Action

- **President:** President Wexler agreed to a two-year term, June 2017 to June 2019. The board will commence a review process in spring 2018 to evaluate progress and achievements and to determine Dr. Wexler's interest in extending her term. Based on this review, the board will take next steps in securing the presidency, either through renewal of contract with President Wexler or by launching a new search process to identify the next president.
- **Academic Leadership and Roles:** More work is needed to clarify the roles of academic deans in relation to the program and department chairs. This work is ongoing and collaborative; it is anticipated that revised job descriptions will be in effect by the end of the current academic year. This will in turn require updating the job description for the provost, with some transfer of responsibilities to the deans based on the school-centric accountability of the strategic plan.

- **Vice President of Development:** CIIS will launch a search for a vice president of Advancement in December 2017. Robert McDermott will continue to serve until the position is filled. He will then support the new vice president and transition back to a professor position.
- **Charters and Mandates:** Progress has been made on updating mandates for faculty and institutional governance committees and charters for board committees, but this process is not yet complete. All mandates and charters will be revised and adopted by August 31, 2018 (allowing time for Faculty Council review and approval of any changes to faculty governance committees).
- **Committees and Meetings:** There is still some overlap in committee functions and membership; it is anticipated that the process of mandate review will result in a more streamlined structure with greater operating efficiency. Revised agenda formats for many committees are making it easier to track action items and improve accountability. This revision process is ongoing.
- **Board of Trustees:** The board will complete an internal review of its membership and structure in summer 2018. It anticipates adding several additional members based on an analysis of needs and will consider diversity as it does so.
- **Advisory Board:** The president is working with the board chair to explore establishing an advisory board of individuals who are able to contribute knowledge, connections, or support to CIIS but unable to participate as regular board members with responsibility for administrative oversight.
- **Handbooks:** The CIIS and ACTCM Faculty Handbooks must be revised, updated, and incorporated into one document to reflect the revised leadership and organizational structure and any changes to committees. At the time of writing, a start has been made on this task, which involves Human Resources guidance, legal review, and faculty participation and approval on many items. The provost has overall responsibility for the update.

SECTION 4

Identification of Other Changes or Issues the Institution Is Facing

As delineated in the previous section, CIIS has made considerable progress since the November 2016 Visit on the major areas identified by the WSCUC Commission. This section addresses a few areas not included under financial strength and sustainability, strategic planning, and leadership.

Rented Facilities

As noted earlier in this report, CIIS currently rents space for ACTCM and five of the university's six psychology clinics. The leadership is currently reviewing and analyzing use of these spaces and the Mission Street building to determine if one or more leases can be terminated when they end over the next year. Preliminary analysis suggests that the rental space currently used by ACTCM on De Haro Street can be eliminated and classes and functions moved into the Mission Street building. This would be a big step toward reducing the felt separation between ACTCM and the rest of CIIS. It would also reduce the university's rental budget by one-third (total annual rents are currently at \$1.307 million). Other options for three of the clinics—including consolidation, purchasing space, or renting elsewhere—are being explored.

Changes in Advancement

As noted above, a search for a new vice president of Advancement will begin in December 2017. This position will replace Robert McDermott, who has been serving as vice president of Development over the last year. The change in title reflects an expansion of the role to include community outreach in addition to fundraising and oversight of alumni relations. The vice president for Advancement will be charged with raising the profile of the university as part of building philanthropy and strengthening alumni relations.

Major New Programs in Early Stages

CIIS recognizes that growth in enrollment needs to occur in its School of Undergraduate Studies. Two new majors have been identified (psychology and education) and will be offered online, one to start in fall 2018 and the other in fall 2019. A Substantive Change application for the first of these majors will be submitted to WSCUC in January 2018. Work will start in the next academic year to identify a third program to begin in fall 2020.

Plans are underway for an online version of the MA in Women, Gender, Spirituality, and Social Justice and for an MA in Integral Teacher Education.

School of Continuing Studies

Over the last year, attention has been focused on analyzing and revising the department previously called Public Programs and Performances. After reviewing both revenue and expenses, it was decided to stop offering large-scale performances and to focus on workshops, lectures, and podcasts. Public Programs has now been placed within a developing School for Continuing Studies. That school will also include professional continuing education and certificate programs. An End of Life Counseling certificate program is being explored to add to those in Psychedelic-Assisted Therapies and Research and Sex Therapy and Sex Education. Other certificates will also be developed.

SECTION 5

Concluding Statement

The 2016-17 academic year was one of significant challenges for CIIS: the WSCUC Warning, a large projected deficit, and the sudden departure of the president. These took place in an institutional context characterized by increasing costs and mounting questions as to the traditional value of higher education. Taken together, CIIS leadership recognized this as a moment to pause, assess where the institution was and where it wanted to go, and develop a plan to get there. This was not easy and not without discomfort, but the situation was highly motivating.

In the current year, CIIS is led by a cohesive team of president, provost, associate provost, vice presidents, and deans that works collaboratively with an active Board of Trustees. The new board chair and president speak regularly. Trustee committees convene between board meetings. All of the committees are reviewing their charters to make sure that they adequately reflect the responsibilities they hold. The new trustees added to the board have brought essential expertise to CIIS and enable each committee to have enough members to be able to do its job effectively. The board needs to continue to evaluate itself and develop better mechanisms for evaluating the president. Internally, the leadership team needs to continue to work on enhancing lines of communication within the institution and to build morale.

Today, CIIS has a budget that is balanced and includes contributions to reserves and contingency funds. CIIS ended last year in the black with a composite score of 1.6. This result was achieved by careful monitoring of expenses, conservative projecting of revenues, reducing staff and faculty to a sustainable number given CIIS's actual size, holding salaries constant, and suspending institutional contributions to the employee 401(k) plan. Extensive financial analysis has led to the creation of a three-year budget projection model that enables testing of different scenarios. CIIS is clearly not finished, yet huge positive steps have been achieved in a very short time. Faculty and staff are CIIS's most important resource; salaries and benefits must be given priority for steady improvement over the next three years

CIIS continues to move forward financially and strategically in the following ways:

1. Initial gains were made through analysis of financials for the entire budget and at the level of individual budgets. More work is now being done at the school level, analyzing patterns within each school and holding each dean accountable for revenue and expense projections. Each school has different opportunities to increase efficiency while enhancing the quality of students' educational experience. There are synergies between programs that can be built upon that will enable CIIS to retain important academic emphases.
2. Proposals for new degree and certificate programs are being evaluated, especially those that can be taken at a distance. With the cost of living in the Bay Area high and still rising, CIIS knows that it has to create ways for students to study at CIIS without relocating to San Francisco.
3. CIIS has learned new ways of understanding and evaluating its costs, and financial gains will continue to be derived from this knowledge. For the first time, for example, program and growth proposals are being evaluated with a focus on both direct and indirect costs and a mandate that, in most instances, both need to be covered.

The issues raised by the Commission were acknowledged by CIIS at the time of the Visit, and work had begun on addressing leadership, finances, and planning before the Commission's letter was received. The Warning enhanced the motivation to act quickly.

Over the last year, the strategic plan has been refocused and extended to 2021 while simultaneously preparing CIIS for its next 50 years. The university continues to make an important contribution to higher education and the wider community. CIIS has always prided itself on being innovative, personally and socially transformative, and attuned to core values that are as important today as they were at its founding, if not more so. CIIS students are challenged to address complex problems that transcend disciplinary boundaries and are encouraged to use creative approaches to arrive at new ways of thinking. The innovative, independent graduates that CIIS produces are well prepared to thrive in a rapidly changing world.

Exhibits

- [1.1 CIIS Mission, Purpose, and Seven Commitments](#)
- [1.2 List of Current Academic Programs as of Fall 2017](#)
- [1.3 CIIS Enrollment – 2013-2017](#)
- [1.4 Elizabeth Beaven CV](#)
- [1.5 Nicolle Zapien CV](#)
- [1.6 Kathy Littles CV](#)
- [1.7 Ruel Walker Resume](#)
- [1.8 Board of Trustees Roster](#)
- [1.9 CIIS Audited Financial Reports, 2016 & 2017](#)
- [1.10 FY 2017-18 Budget Summary – Board Approved](#)
- [1.11 FY 2017-18 Budget Summary – Revised Projection](#)
- [1.12 FY 2017-18 Budget Revenue by Source](#)
- [1.13 FY 2017-18 Budget Expense by Type](#)
- [1.14 CIIS 2020 Strategic Plan](#)
- [1.15 CIIS Strategic Plan 2020-21](#)
- [1.16 2017 WSCUC Commission Action Letter](#)

- [2.1 December 2016 Community Planning Retreat](#)

- [3.1 CIIS Long-Term IT Projects & Investments](#)