

July 20, 2018

Dr. Judie Wexler
President
California Institute of Integral Studies
1453 Mission Street
San Francisco, CA 94103-2557

Dear President Wexler:

This letter serves as formal notification and official record of action taken concerning California Institute of Integral Studies (CIIS) by the WASC Senior College and University Commission (WSCUC) at its meeting June 28, 2018. This action was taken after consideration of the report of the review team that conducted the Special Visit to California Institute of Integral Studies February 21-23, 2018. The Commission also reviewed the institutional report and exhibits submitted by California Institute of Integral Studies prior to the Special Visit and the institution's April 18, 2018 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues: Dr. Chip Goldstein, Associate Provost and ALO; Mr. Espi Sanjana, Interim Vice President of Finance; Dr. Steven Tierney, Professor; and Mr. Ruel Walker, Esq., Chair, Board of Trustees. Your comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's new status with WSCUC.

Actions

1. Receive the Special Visit team report that focused on
 - a) Financial strength and sustainability through both short-term and long-term financial planning tied to its institutional strategy, informed by academic leadership, the Board of Trustees, and appropriate faculty committees, linking budget targets to enrollment management, faculty and staff positions, and sufficient resources to provide necessary information and technology support (CFRs 3.1, 3.4, and 3.5)
 - b) Strategic planning to define the future direction of the institution, aligned with short-term and long-term financial, academic and operational goals (CFRs 3.1, 3.5, 3.7, 4.6, and 4.7)
 - c) Appointing a new president and building a leadership team to address fiscal challenges (CFRs 3.7, 3.8, 3.9, and 3.10)
2. Remove the Warning
3. Issue a Notice of Concern
4. Reaffirm accreditation for a period of six years
5. Schedule the reaffirmation review with the Offsite Review in fall 2023 and the Accreditation Visit in spring 2024
6. Schedule the Mid-Cycle Review to begin May 1, 2021
7. Schedule a Progress Report to be submitted by March 1, 2019 to focus on strategic marketing and enrollment

8. Schedule a Special Visit in spring 2020 to address recommendations related to strategic planning and financial sustainability

Commendations

The Commission commends California Institute of Integral Studies in particular for the following:

1. Being highly responsive to multiple requests for additional documents that were critical to the team in preparation for the visit.
2. Exhibiting best practices in data-driven decision making by generating and using data from market analyses in admissions and recruitment activities of the university and program development efforts in the School of Professional Psychology and Health.
3. Decreasing silos and increasing accountability through mobilization of existing and new staff as well as reorganizing the administration and creating new dean positions to address concerns highlighted in the Commission Action letter.
4. Renewed commitment of continuing Board members to take action, addition of new members with expertise and energy for the work ahead, and the Board's plan for regular evaluation of the President, including soliciting feedback from a broad range of constituencies.
5. Dramatic progress in a short period of time concerning fiscal monitoring and oversight with a three-year budget model, using realistic enrollments and appropriate reserves, timely new and accurate financial reports showing actuals versus budget consistently reviewed by all key stakeholder groups, and the revised and renewed Finance Committee.

Recommendations

The Commission requires the institution to respond to the following issues:

1. Complete the Board review of committee mandates and bylaws and revise mandates as necessary to make responsibilities more clear. (CFR 3.9)
2. Develop a Board approved succession plan that clearly articulates short-term and long-term actions in the event of the vacancy of the office of the president. (CFR 3.9)
3. Employ the use of the annual federal Composite Financial Index score to gauge the financial health of the institution. (CFR 3.4)
4. Determine which of the several versions of the strategic plan will guide the work of the institution. Identify principle parties responsible for implementing and

- monitoring the strategic plan. Tie the strategic plan to the financial management of the institution. (CFR 3.4, 4.6)
5. Establish clear and consistent metrics and forms of evidence regarding progress toward meeting strategic plan objectives across the various units. (CFR 4.3)
 6. Integrate the Diversity and Inclusion Strategic Plan into the Institution's strategic plan. (CFR 4.6)
 7. Establish and emphasize the central role of faculty as integral partners in the development and implementation of the strategic plan, in the development of new program initiatives, and in the evaluation and revision of current programs based on robust assessment data. (CFRs 3.7, 3.10)

In accordance with Commission policy, a copy of this letter will be sent to the chair of California Institute of Integral Studies' governing board in one week. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the California Institute of Integral Studies' website and widely distributed throughout the institution to promote further engagement and improvement and to support the institution's response to the specific issues identified in these documents. The team report and the Commission's action letter will also be posted on the WSCUC website. If the institution wishes to respond to the Commission action on its own website, WSCUC will post a link to that response on the WSCUC website.

Finally, the Commission wishes to express its appreciation for the extensive work that California Institute of Integral Studies undertook in preparing for and supporting this accreditation review. WSCUC is committed to an accreditation process that adds value to institutions while contributing to public accountability, and we thank you for your continued support of this process. Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,



Jamiene S. Studley
President

JSS/mbg

Cc: Reed Dasenbrock, Commission Chair
Chip Goldstein, ALO
Ruel Walker, Board Chair
Members of the Special Visit team
Mark Goor, Vice President