

July 8, 2020

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 the California Institute of Integral Studies (CIIS) by the WASC Senior College and University Commission (WSCUC) at its meeting June 26, 2020. This action was taken after consideration of the report of the review team that conducted the Special Visit to California Institute of Integral Studies April 16-17, 2020. The Commission also reviewed the institutional report and exhibits submitted by the California Institute of Integral Studies prior to the Special Visit and the institution's May 29, 2020 response to the team report. The Commission appreciated the opportunity to discuss the visit with you, and your colleagues Chip Goldstein, ALO; Liz Beavens, Provost; and Aneel Chima, Board Chair. Your comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's status with WSCUC.

Actions

1. Receive the Special Visit team report that focused on requirements related to strategic planning and financial sustainability
2. Remove the Formal Notice of Concern
3. Continue with the previously scheduled reaffirmation review with the Offsite Review in fall 2023 and the Accreditation Visit in spring 2024
4. Schedule a Progress Report to be submitted by November 1, 2022 to address all requirements in this letter

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

1. The level of collaboration, trust, and respect among faculty and staff in supporting the whole student, as evidenced most recently and dramatically in the proactive planning and response to the Covid-19 crisis.
2. Greater clarity and effectiveness in Board oversight functioning, e.g., the revision of by-laws, clarification of committee roles and responsibilities, onboarding and evaluation processes, planning for the presidential search, and use of the Balanced Scorecard.
3. The 2018-2021 strategic plan which shows solid and logical progress toward linking the strategic plan to the financial management of the institution and which clearly identifies the appropriate groups/individuals responsible for revenue, expense, and enrollment goals.
4. The creation and work of the Office of Diversity & Inclusion as a means of ensuring that D&I perspectives are considered in executing decisions and setting goals.
5. Transparency and coordination in the working relationship between the President and senior leadership and the Board, e.g., the Integral Futures Retreat and regular reporting of

- financial metrics including the Composite Financial Index (CFI).
6. Effective adoption of admissions and marketing practices to enhance institutional brand and enrollment pipelines.

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

1. Formalize processes for succession planning for short-term and longer-term vacancies/gaps in senior leadership positions. (CFR 3.9)
2. Add appropriate quantitative metrics to assess the progress of the diversity and inclusion efforts. (CFR 1.4)
3. Fully implement the Ellucian ERP across all departments and functional areas to achieve efficiencies and enhance effectiveness. (CFR 3.5, 4.2)
4. Conduct a strategic review of all program offerings and delivery modalities in the context of enrollment trends. (CFR 3.4, 4.7)
5. Continue to implement strategies to increase revenue and achieve net increases in unrestricted net assets/operations to sustain institutional mission. (CFR 3.4)
6. Extend the existing or develop a new strategic plan in order to address key priorities and future direction beyond 2021. (CFR 4.6)

In accordance with Commission policy, a copy of this letter will be sent to the chair of the California Institute of Integral Studies' governing board. 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 the 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: Phillip Doolittle, Commission Chair
Chip Goldstein, ALO
Aneel Chima, Board Chair
Members of the Special Visit team
Mark B. Goor, Vice President