

March 4, 2019

Dr. Joseph Cambray
President
Pacifica Graduate Institute
249 Lambert Rd.
Carpinteria, CA 93013

Dear President Cambray:

This letter serves as formal notification and official record of action taken concerning Pacifica Graduate Institute (PacGI) by the WASC Senior College and University Commission (WSCUC) at its meeting February 22, 2019. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to PacGI October 4-6, 2018. The Commission also reviewed the institutional report and exhibits submitted by PacGI prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's December 8, 2018 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues: Catherine Pauletto, CFO Consultant, and Craig Chalquist, Accreditation Liaison Officer. 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 Accreditation Visit team report
2. Reaffirm accreditation for a period of six years
3. Schedule the next reaffirmation review with the Offsite Review in spring 2024 and the Accreditation Visit in fall 2024
4. Schedule the Mid-Cycle Review to begin May 1, 2022
5. Schedule a Special Visit in fall 2020 to address all of the recommendations cited in this letter

The Commission commends PacGI in particular for the following:

1. Exemplary crisis management during the historic Thomas fire and following debris flow. Administration, faculty and staff were commendable in providing students an uninterrupted academic experience in temporary alternative facilities during the extended closure of the campuses.
2. Strategic innovation regarding PacGI's challenges and opportunities, including revenue diversification, planned research center, retreat center, and collaboration with Chinese colleagues.
3. Reported student satisfaction and high licensure exam pass rates which demonstrate the academic quality and educational effectiveness of PacGI's academic programs.
4. A strong commitment of PacGI's community to the mission and philosophy of the institution.
5. A collaborative, dedicated, and qualified faculty and staff, who have supported the Institute as it has experienced financial stresses and have energetically sustained the heritage and ethos of the mission, vision and values of the institution.
6. The refinancing of long-term debt with cost savings and favorable terms.
7. Substantial improvement in the institutional research function at PacGI since the last visit which has facilitated the use of data to inform program improvement.

The Commission requires the institution to respond to the following issues by reporting on progress toward meeting these recommendations as part of the Special Visit scheduled for fall 2020:

1. Presidential transition requires the board and president to define explicitly and evaluate performance of the roles of the president and the founder/chancellor. The president should have decision-making authority and oversight, particularly related to strategic, financial, operational, and external profile and partnerships. (CFRs 3.7 and 3.8)
2. The board is required to develop and implement a clear short-term plan of administrative succession to avoid confusion among administration, faculty, and staff between the role of the President and of the founder who serves as Chancellor. (CFRs 3.6, 3.7, 3.8, and 4.6)
3. Board and administration must focus attention on improving communication with staff about institutional decisions in order to address morale issues which have resulted in high turnover of staff in key areas impacting campus effectiveness and basic services such as finance, student support services, admissions, and academic administration. (CFRs 3.10 and 4.5)
4. Administration and faculty must strengthen shared governance, including consultation in the area of faculty hiring, academic budgeting, and academic strategic planning. The faculty senate needs to be more integrated into the decision-making process of the institution. (CFRs 3.1, 3.2, 3.10, and 4.5)
5. Board and administration should develop a plan for filling the Provost position as planned which would help reduce the load of the President who currently carries both responsibilities and would be in line with WSCUC best practice of separating the presidential and academic leadership roles. (CFRs 3.6, 3.8 and 3.10)
6. The institution should develop and implement a diversity plan that is aligned with PacGI's core mission to serve diverse students and underscores the institution's commitment to diversity as a value. The diversity plan, under the institution's comprehensive strategic plan, should guide the institution's a) recruitment of diverse students, including those from international settings; b) prioritization of enhanced student support services to improve student success, retention, and graduation rates, particularly for underrepresented and international students; and c) recruitment and promotion of faculty, staff, and administrators with particular attention given to diversity in executive leadership. (CFRs 1.4, 2.10, and 3.1)
7. Financial staff have made progress on internal controls, data reporting and financial transparency but will need to make further advances on staff development, technology integration, and financial best practices. (CFRs 3.3, 3.5 and 4.3)
8. The institution has made progress on improving liquidity but should continue to address both demands on cash as well as under-capitalization of the strategic initiatives and implementation. (CFRs 3.4 and 3.8)
9. Given the growth of hybrid programs, support services and learning theory need to put a focus on resourcing and instructional development to build a stronger infrastructure for hybrid pedagogy. (CFRs 2.8, 2.13 and 3.5)
10. Consideration should be given to developing a student support services office that is a centralized and distinct department focusing on student success. (CFRs 2.11, 2.13, 3.1, and 3.2)

In taking this action to reaffirm accreditation, the Commission confirms that PacGI has addressed the three Core Commitments and has successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values,

PacGI should strive for ongoing improvement with adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

In accordance with Commission policy, a copy of this letter will be sent to the chair of PacGI's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the PacGI's 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 PacGI 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/do

Cc: Reed Dasenbrock, Commission Chair
Craig Chalquist, ALO
Thyonne Gordon, Board Chair
Members of the Accreditation Visit team
Richard Osborn, Vice President