

March 18, 2019

Re: Pacifica Graduate Institute Response to WSCUC March 4, 2019 Action Letter

Craig Chalquist, Associate Provost and Accreditation Liaison Officer

We wish to thank the WSCUC Commission for the recognition of our achievements inherent in the extension of our accreditation for another six years, for the commendations received in the action letter, and for such a thorough review of our operations. Over the years of our partnership with WSCUC we have benefitted from all the guidance and feedback. We also appreciate the willingness to be in continuing conversation about our progress and the ongoing receptivity to Pacifica's unique learning style and distinctive mission: tending soul in and of the world. Academic excellence, a diverse learning environment, and evidence-based assessment are shared values of both WSCUC and Pacifica.

Receipt of the action letter offers an opportunity for an update to the updates previously given after the WSCUC team visit and report in Fall 2018. As the Commissioners acknowledged during our own visit to WSCUC a few weeks ago, we have been busy.

The updates below track the changes called for in the team's 10 recommendations, noting changes either accomplished or in progress as administrators, faculty, and staff continue to build them into the school's culture.

1. Differentiate roles of chancellor and CEO: The Board of Trustees have rewritten job descriptions and performance review templates for the President/CEO and Chancellor. The President is responsible for the general management and overall administration of the institution, including all the programs, admissions, marketing, and the Retreat Center as well as all operations and facilities. The Chancellor's role is half-time and is solely devoted to External Affairs and the Alumni Association. These job descriptions and review templates were developed and put into practice in January 2019.

2. Short-term succession plan involving chancellor, CEO: The Chancellor now attends no management meetings or councils. The President will sign all new contracts for Pacifica and has already been overseeing the budgets and financial negotiations. All contracts and financial agreements of substance already in place are being reviewed by the Board of Trustees, who have final decision-making authority.

3. Integration of staff in decision-making; staff morale: Directors have been encouraged to bring staff ideas and concerns to the President's Council, and this has been occurring regularly. A new Policies and Procedures Manual is drafted and in review. The Morale Task Force focus groups (April 2019) will gauge organizational morale and suggest implementation steps. HR and the directors are developing onboarding procedures and training for each department (by end of academic year); a new handbook supplement for adjunct instructors is drafted and in review. The Senate Leadership Committee, Program Chairs and Directors are collaborating on the Strategic

Plan update as of March 2019; the new Plan will include timelines for actions and links to the appropriate budgets.

4. Strengthen shared governance: Faculty now co-chair committees on curriculum development and faculty review; also, the Faculty Senate President attends every session of the IMC. Chairs are collaborating actively in program redesigns, with proposals received from the Clinical and Somatic Studies Programs and a consultant has been hired to oversee and offer guidance. A new position, Dean of Clinical/Counseling, is being planned for 2019/20 to monitor state and national licensing. A faculty assessment expert is now revising the CAP and program review template and has initial drafts ready for review.

5. Hire a provost: The search committee will be formed at the end of March 2019 and will include faculty. The job description is being drafted, with a target start date of September 1.

6. Institutional diversity plan: The Diversity & Inclusion Council met in February to review plans by other institutions and to set and budget priorities. The new Enrollment Manager and Director of Institutional Advancement is seeking an international recruiting consultant. A faculty member has contracted to chair the faculty Diversity Committee and serve as a consultant to the Diversity & Inclusion Council as well as to management, Admissions, and Marketing. The Council added three student members (late 2018) and is working on a strategic plan for promoting a culture of equity and inclusion; this plan will align with the section on Diversity in the updated Pacifica Strategic Plan.

7. Staff development, technology integration, and financial best practices: Directors now get monthly financial reports, meet with the Business Office to review budget variances, and discuss the institute's overall finances at the President's Council. The Business Office, now redesigned, continues to improve reporting, benchmarking, and integration of institution-wide software. Business office personnel are cross-training and receiving required Sage U and tech training. Email and digital filing are now fully in the cloud. All Pacifica leases and banking transactions continue to be secured at a fair or below fair market value as determined by an independent credentialed appraiser.

8. Addressing demands on cash flow and adequate capitalization of strategic initiatives: Management and Board are both reviewing Pacifica programs and ancillary activities to improve revenues, liquidity, and cash reserves. Management and the Enrollment Manager are working on aligning goals and budgets of Admissions and other departments with marketing initiatives; Intro Days are being redesigned to encourage audience participation and outreach. Budgetary funds have been reallocated to capitalize strategic initiatives like recruiting, program redesign, and hiring a new provost and dean. The collaboratively updated Strategic Plan will go to the Board for approval on April 29<sup>th</sup>, 2019, with a readable jargon-free version to be available on the school website.

9. Hybrid support services, instructional development, and infrastructure: The Associate Provost met with hybrid program chairs to discuss priorities and has contacted three regulatory consultants for help setting up programs for students outside California. An online Certificate for Mythological Studies is under development (Spring 2019). A regulatory consultant has been

retained for addressing student internship needs outside California. A needs assessment will be done (May 2019) of staff, equipment and software needed to expand current and redesigned programs. The updated Strategic Plan will include the addition of on-line delivery systems as well as global affiliations with like-minded institutions and universities.

10. Centralized student success/support: Student success centralization is housed now in Academic Affairs and has recently added a full-time administrative and technical assistant. The team has recently surveyed student engagement (over 40% of the student body replied) and shared data with chairs, directors, and IMC. A new “First Impressions” survey was just distributed to gather feedback from new students. Orientation is being reorganized to personalize, provide new online resources, accompany students from admission to graduation, and include diversity training recommended by the in-house consultant; the first of these new orientation sessions took place in late February. The different roles of Academic Affairs and the Student Liaison were clarified.

As WSCUC is aware, the past year has held many challenges, including fires and mudslides and mandatory civic evacuations. The updated and well-tested disaster preparation plan has seen Pacifica through all these and other difficulties along with the resilience and determination of the entire Pacifica community. The path ahead summons us to realize our full potential and come of age.