

December 8, 2018

To: WSCUC Commission

Re: Response to WSCUC 2018 Visit Final Report – Pacifica Graduate Institute

From: Craig Chalquist, Associate Provost and Accreditation Liaison Officer

In carefully reviewing the team report issued November 13, 2018, Pacifica administrators, faculty, directors, and trustees came across much to appreciate and agree with along with occasional points in need of clarification or context. Those items appear below. As with the 2017-18 Institutional Report, my role here as ALO is to condense and summarize what was given to me to convey by various parts of the institute.

We begin our response by thanking Dr. Mark Schulman, Dr. Margaret Bailey, and the entire visit team, including Dr. Richard Osborn of the WSCUC Commission, for spending so much time researching Pacifica, conducting such a cordial and positive visit while here, and providing us with thoughtful feedback on our strengths and on where we can improve. It is basic to our depth psychological model that no one can grow alone.

The response below is in three sections: 1. *Responses to WSCUC Team Recommendations to Pacifica*; 2. *Miscellaneous Clarifications*; and 3. *Conclusion*.

1. Responses to WSCUC Team Recommendations to Pacifica

These are PGI's responses to the ten recommendations listed in Section III of the visit team's final report.

Recommendations that were implied rather than explicitly stated in Section III are also included below: for example, the team's suggestion that more decisions be data-driven appears under Recommendation 3., which deals with decision-making throughout Pacifica, as item 3c.

Recommendation 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 is to have decision-making authority and oversight particularly as it relates to strategic, financial, operational, and external profile and partnerships. (CFRs 3.7 and 3.8)*

During the Thomas Fire and mudslides of late 2017, almost immediately after the President/CEO had been hired and was transitioning into his new operational and administrative responsibilities, he asked the Chancellor to step forward and take care of staff and operations at the upper campus, severed by mudslides from contact with the lower campus, which Joe managed. This was done to keep the school open and everyone fully employed. The Chancellor was also asked to temporarily oversee Admissions in fall 2018 when the director was terminated. This oversight

ended November 1, 2018 as planned, when the Chancellor returned to the responsibilities listed in his job description. At present the Chancellor has returned to half-time, sits on no key administrative or financial committees, does not attend Institutional Management Committee (IMC) meetings, and has no operational responsibilities. His focus is on external affairs and on consulting when needed.

The job descriptions for Chancellor and President/CEO show precisely the differences between these roles and are available upon request by the WSCUC Commission.

Recommendation 2: The board is required to develop and implement a clear short-term plan of succession to avoid confusion among administration, faculty, and staff between the role of the founder who serves as Chancellor and the President. (CFRs 3.6, 3.7, 3.8, and 4.6)

As the WSCUC visit team recognized in its final report, the position of Founding President and CEO was unique. As the Board has reaffirmed at its November 3 retreat, the role will not be reinstated.

The current President/CEO had been Provost for two years before applying for the presidential position. He was one of several candidates vetted by a cross-institute search committee, and when he accepted the position, he was introduced as President/CEO to the Pacifica community in a ceremony to which all personnel had been invited. Following this there was a clear separation of roles which were being instantiated until the Thomas Fire interrupted and emergency measures were required.

Since coming into office, the President/CEO has founded a President's Council of Directors that meets weekly to discuss operations and policy implementation as well as a more recent Morale Task Force. He also meets weekly with the IMC (which includes the CFO) and the program chairs and, less often, with the Faculty Review Committee, the Curriculum Review Committee, the Senate Leadership Committee, and the Academic Senate. He also conducts final interviews with candidates applying to a director-level position or above.

In addition to all this, the President/CEO is overseeing training and building up of mid-management and also serves as Provost. In late November an administrator was hired for the President/CEO to help with a variety of tasks, including putting together a comprehensive handbook for policies and procedures. At this point the Chancellor has no operational or financial involvement.

The Board will monitor the ongoing separation and differentiation of the roles of Chancellor and President/CEO.

Recommendation 3: Board and administration must focus attention on improving the integration of staff in decision-making 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)

3a. High turnover of staff. Even before the WSCUC team visit, the President/CEO, the CFO, and the Director of Human Resources were conducting a review of wages, benefits, and equity-related policies, a review that will compare what Pacifica offers to benchmarks in higher education. At the direction of IMC, the CFO has budgeted for staff increases for the year 19/20. Also, a Morale Task Force that includes Human Resources is looking into staff morale and communication issues. The plan is to assess Pacifica's progress relative to other institutions and to use data from surveys and other collection methods (as called for by 3c. below). An initial impression had been that adjustment to the change of presidential leadership style was a contributing factor. Communications throughout the institute was initially irregular but is being firmly addressed in the President's Council, Circle of Chairs, and elsewhere.

3b. Communications between administrators, faculty, and staff. Pages 15 and 20-21 of the report note faculty and staff unaware of new policies and procedures as well as a lack of transparency (pages 8 and 14) and budget collaboration (p. 15). The President's Council was designed in part to disseminate this information, as do Academic Affairs and the President/CEO every week in the Circle of Chairs and other meetings. The President/CEO has reminded directors to bring staff concerns to the President's Council and has also called for a policy/procedure manual to be stored and updated on the soon-to-be-created intranet. Additionally, the President/CEO's new administrative assistant will help document and disseminate policy and procedure information.

The President's Council continues to receive training in clarifying roles, especially in communications between departments, establishing mid-management responsibilities and accountability, efficiently managing line staff, and problem identification and potential resolution. (Also covered are trainings in FERPA and sexual harassment prevention.) As members of the President's Council, the President/CEO and Associate Provost bring issues of concern to IMC and to the Board of Trustees.

Although the WSCUC report stated that the Academic Senate President was not an official member of the Institutional Management Committee, the executive sessions she does not attend are for legal discussion and attended on a need-to-know basis for purposes of protection from possible later deposition; the Associate Provost and other officials often do not participate as well. Nevertheless, going forward the Senate President will attend IMC full-time. Also, a Controller will be hired; meanwhile, beginning in 2019, the CFO will meet twice a year with chairs to discuss program budgeting. The CFO, CEO, and Accounting Manager met and corresponded with all directors and program chairs on numerous occasions to develop the FY 2019 budget in the summer and fall of 2018. September 2018 financials and budget variances researched were distributed to all directors and chairs.

3c. Data use in decision-making. Pages 17 and 46 of the report refer to the need for decisions driven by data and research, and for embedding it and benchmarking in the Pacifica culture. Pacifica is pushing ahead with this in several ways. Last week the Institutional Analyst attended a Senate Leadership Committee to find out where his research and data collection capabilities could serve the committee's needs. He and the CFO are in contact with the University of Delaware research department to obtain benchmarking data for faculty to student ratio, cost of programs, and other important indicators. Hawke Media has provided Pacifica's marketing team

with vital marketing data; one outcome is a decision to identify and employ optimum channels for marketing. This decision was shared with and agreed upon by the program chairs.

One of our core faculty, an expert on diversity and assessment, recommends that our Comprehensive Assessment Plan be expanded to include measurable goals and yearly benchmarks signaling our progress in shared governance (with Academic Senate as a locus), increased diversity, financial transparency, recruitment strategies developed in collaboration with faculty, student support services, budgetary collaboration with the chairs, data sources collected by ILO as these inform collaborative decision-making and resource allocation, program implementation of institute-wide meta-goals, and institute-wide data collection by and sharing in all programs and departments (centralized in the ILO). This would also help cross-program integration of five-year self-studies of the kind carried out to prepare for the WSCUC team visit.

Recommendation 4: 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)

4a. Shared governance. Pacifica has been in a culture change about (to quote from the report) “how decisions are made, and about the healthy collaboration, transparency and accountability that signify shared governance.” Staff considerations were mentioned in 3a. and 3b. above. As for faculty: Pacifica has more to do, as with staff, but here are some recent changes: The Senate President will now join IMC every week. SLC is considering distributing points of discussion a week prior to the quarterly Academic Senate meeting, and Senate officers will receive email access to all core faculty to update those not present. The Faculty Review and Curriculum Review Committees are now co-chaired by faculty. Faculty serve on key search committees, including the current search for the Enrollment Manager / Director of Institutional Advancement. At the last Academic Senate meeting (November 2018), the President/CEO agreed to bring back to the Board the issue of a faculty member participating in at least part of their meetings. The Board has previously invited faculty to strategize at the board retreat and will continue to do so.

Page 19 of the report stated a faculty concern about having their decisions “overturned without clear explanation or collaboration.” Although that has sometimes happened in the past, at present faculty have been instructed to substantiate concerns in writing to IMC, with some going through the Academic Senate first. Feedback is always given.

4b. Faculty service. The President/CEO, IMC, and the Senate Leadership Committee are discussing how to build faculty service into faculty contracts instead of offering addenda. The new provost will be tasked with redesigning faculty contracts.

4c. Program review. Pages 35 and 46 of the report noted a lack of clarity about how program review is linked to budgeting and strategic planning processes. The Business Office is now developing reports analyzing and aligning budgets per programs in addition to consolidated operations reporting. Also, the CFO is initiating meetings twice a year with all chairs to discuss program budgeting. The Director of Academic Affairs works actively with chairs on academic budgets now and has for some time.

The Strategic Plan includes academic programs' participation in planning, but it needs updating, a process begun just before the fire and mudslides of 2017. The updated Plan should include faculty recruitment, marketing, and retention goals and be integrated with program budgeting. The Acting Director of Institutional Advancement has been meeting with chairs to discuss their marketing needs and assemble lists of venues for outreach.

4d. Program (re)design. The WSCUC report noted that Pacifica's programs are of high quality but tend to be labor-intensive, with a design leading to faculty teaching and dissertation work overloads. There are untapped resources at Pacifica for leveraging additional prospects.

Before the visit, the President/CEO discussed with chairs, SLC, and the Senate the need for some level of program redesign. A plan under development with the Clinical and Counseling Programs includes their being housed under a dean with expertise in the shifting licensure landscape. Recent discussions with chairs have highlighted the hybrid programs as models for where to go. Other redesign plans are moving forward, with spring 2019 earmarked for having redesign efforts well along by the time the new Provost is hired (see Recommendation 5). The understanding among administrators, faculty, and Academic Affairs is that redesign decisions need to be data-driven and collaborative.

Clinical Program redesign will consider restructuring of residential models, licensure-based classes, a reorganized dissertation cycle, updated training, expanded advanced applied training for career opportunities like researching and teaching, stronger links with alumni and community, online CEU offerings, and hiring of more faculty and staff who actively engage with issues of diversity.

Recommendation 5: *Board and administration are required to develop a plan for hiring a Provost 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)*

Once collaborative program redesign is well along, a nation-wide provost search will begin in spring 2019 per a plan put forth by the Board at its November 3rd, 2018 retreat and discussed in the Academic Senate. The CFO has already budgeted for this position. The provost is to be hired no later than September 1, 2019. The search committee will include staff and faculty and will receive diversity awareness training.

Recommendation 6: *The institution should develop and implement a diversity plan that is aligned with PGI'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 1) recruitment of diverse students, including those from international settings; 2) prioritization on enhanced student support services to improve student success, retention, and graduation rates, particularly for underrepresented and international students; 3) recruitment, and promotion of diverse faculty, staff and administrators with particular attention given to diversity in executive leadership. (CFRs 1.4, 2.10 and 3.1)*

6a. Diversity. Despite definite progress since 2010, more diversity is needed in executive management, faculty, and staff. More of the curriculum (according to the report) needs to reach beyond the Western / Eurocentric.

At the same time, gains have been made in this area, including over the past two years, during which Pacifica hired several core faculty and two senior administrators of color; one of the faculty has agreed to be a diversity consultant. The bilingual Mexican American Director of HR was also hired then. A notable Chumash elder comes regularly to teach students about indigenous values and ecology. Indigenous knowledge and practice is available in the recently renamed Community Psychology, Liberation Psychology, Indigenous Psychology, and Eco-Psychologies (CLIE) specialization, a specialization with 60% students and faculty of color. CLIE has also established an academic exchange agreement with a prestigious government-funded institute of binational research and higher education (The College of the Northern Border/Colegio de la Frontera Norte).

Pacifica seeks to continue this trend. The new Enrollment Manager will be tasked with creating an updated diversity recruiting plan for Admissions. Incoming orientation students said they were pleased to see the inclusiveness and equity materials prepared for them by the Diversity & Inclusion Council. Another of the Council's successes was gender-neutral renaming of campus bathrooms; another was a review of and removal of gender-binary language from enrollment and marketing materials, a move officially endorsed by IMC. Hiring the new provost will provide an opportunity to diversify upper management. The President/CEO's report to the Board always includes a diversity update, an area of active interest.

Recommendation 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).

7a. Further advances. These include an accounting policies and procedures manual under development, a Financial Close Checklist used for the September/October 2018 close to improve delivery and review, monthly departmental financials distributed to department heads (as of September) with Accounts Manager follow-ups, a Reporting Checklist (August 2018) to ensure meeting reporting and regulatory filing requirements, improved KPIs and benchmarking (via consultation with the University of Delaware Cost Study 2018), enrollment projection and retention rate reports developed with the Institutional Analyst and Registrar, profit/cost per program reports under development, Job Description by Department Checklist under development, Internal Control Checklist, AR Software modifications, and improved enrollment and retention forecasting.

7b. Professionalizing operations. The Business Office and CFO in conjunction with the CEO are working on many sides of this, including investments, corporate governance, external advisors, public relations, records management and retention, budget policies, scholarship policies, expense policies, and a review of purchasing, contracting, and bidding. An auditing RFP is now in progress. Under the CEO's guidance, the Business Office has been rebuilt and restaffed, major loans were refinanced in 2018, Admissions is being restructured (as guided by industry best

practices), and the new Enrollment Manager / Director of Institutional Advancement will oversee this with IMC and Board support.

7c. Planning for the future. Page 42 of the report mentions the team's appreciation for the relevance of the "Coming of Age/Turning Forty" theme informing the Institutional Report as a good framework for moving the institution forward. Under the CEO's guidance, this will include updating the Strategic Plan with an eye on revenue diversification (including online learning), enhanced diversity (see Recommendation 6), student success (Recommendation 10 below), a possible MA program in China, intensive seminar series for groups in China, Argentina, Brazil, and the Philippines, and outreach to a global audience.

Because a large part of tuition revenue comes from the Counseling and Clinical Programs, monitoring the expanding influence of APA is important, as is participation in consortiums with like-minded schools and programs. The Counseling Program was modified so that graduates can sit for either the MFT or the LPCC licenses; the latter is expanding in importance and is portable across states. One of the faculty sits on the CAPIC board. A dean will oversee the clinical programs to keep their adaptations current.

Recommendation 8: *The institution has made progress on improving liquidity and 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) As part of this, Pacifica is assessing the financial stability implications of various bookstore activities, the T-Mobile cell tower, and ventures in China and elsewhere that require limited capital investment.

Recommendation 9: *Hybrid support services and learning theory need to be a focus on resourcing and instructional development to build the infrastructure for hybrid pedagogy.* (CFRs 2.8, 2.13 and 3.5) The President/CEO and Associate Provost are in discussion with chairs and directors about how to leverage the hybrid programs as exemplars for program redesign. Chairs have provided ideas for both hybrid and fully online programs. Meanwhile, ILO is researching available data on redesign, including best practices and benchmarking for success, and the plan is to consult an academic consultant as this moves forward.

PGI needs to build infrastructure and faculty development to support distance education (page 41 of the report). As an initial step, the Associate Provost has contacted three consultants who specialize in handling out-of-state regulatory filings for online programs in California.

Recommendation 10: *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) This is now underway, with the Associate Provost transitioning into a Dean of Student Success role in 2019. A Student Success Team is in place in Academic Affairs and has a new full-time member. The team has already met to discuss the challenges of strengthening student success and support given Pacifica's cohort model and coordination required on two campuses. Surveys are now being launched to collect more data per the WSCUC team's suggestion to work toward more data-driven decision-making.

10a. Student support data and implementation. "PGI should create a centralized function to review student support services annually to identify areas needing improvement, analyze student

surveys and other data, and then set goals for continuous improvement. Also, more effort should be made to use the data to set goals and hold appropriate parties and structures accountable to make progress in closing the assessment loop.” This is now in progress.

10b. Supporting adjuncts. Academic Affairs and the Student Success Team are working on providing more training and support for adjuncts across the institution (this has already been implemented within programs). A new adjunct supplement will accompany the faculty handbook (2019). Quality of training and instruction will be assessed not only by course evaluations, but by other means as well, including assessment of how well student learning outcomes are met.

2. Miscellaneous Clarifications

Pacifica acknowledges that among the responses below, those offering corrections should have been made to the draft of the final report.

By page number from the report:

P. 1: under areas of study, Humanities was not mentioned.

P. 3: the Lambert campus is 13 acres, not 7.

P. 4: “For the hybrid programs students come to the Ladera campus for two extended residential stays each year, and the balance of their course work is completed online.” It’s actually four stays each year.

P. 4: the origin year of the Counseling Program is 1986; 2012 is when the 93-unit version of the program launched.

P. 5: “It should be noted that PGI also manages a 401K and employees have an option to invest in either or both the Pacifica ESOP and/or 401K.” Employees who qualify are automatically vested in the ESOP at no cost to them; a 401K plan with matching funds is also available.

P. 5: “off-campus programs”: there are no programs off campus yet.

P. 19: "several weeks" of access to Pacifica blocked by the 2017 fire and mudslides: For Ladera Lane, it was end of fall quarter and the entire winter, not several weeks; the campus did not reopen until April 1 after five evacuations and several months of work. Even today, as we winter the winter of 2018/2019, the bridges on Highway 192 are not open. Although it’s impossible to convey the stress and loss that were involved, Pacifica appreciates the visit team’s commendation of the successful efforts to stay open during a very trying time for everyone in the local community.

Pp. 21, 46: the CFO noted that the Institute has budgeted an employee pay raise “each year for next five years.” Should be changed to: the CFO noted that the Institute has forecasted employee pay raises starting with FY 2020.

P. 22: there has been no significant turnover in the Registrar's Office.

P. 22: faculty representative on IMC: Although the President of the Academic Senate attends IMC every other session, she has now been invited to attend every week. Additionally, of the members of the IMC, all but the CFO and General Counsel are either core or adjunct faculty.

P. 22: "founder's wife": Maren Hansen's title is Corporate Secretary, and she is also a member of the faculty.

P. 26: HMC does not require personal therapy as a prerequisite for admission to the program.

P. 27: Program Assessment Liaison (PAL) is not rotating role, but that has been recommended and is under consideration.

P. 43: need for a crisis team: Pacifica has a contract with The Holman Group to provide immediate phone counseling 24/7 and, when necessary, in-person intervention. Instructions for access are posted in every classroom. All crisis calls now route to a single phone number monitored by the Director of Operations, an expert on campus safety. Also, the President's Council of directors is now receiving training in disaster preparation, active shooter situations, and administration of CPR. Given the local disasters of the past, Pacifica mobilized fully and effectively, as the WSCUC visit team so graciously acknowledged in their report and verbal comments.

3. Conclusion

When the President/CEO, Associate Provost/ALO, and CFO visit the WSCUC Commission in February 2019, they will report on progress made implementing the ten final recommendations by the visit team as well as the recommendations implicit throughout the final report.

It should be noted that the hybrid programs and the Counseling and Clinical Programs appreciated the visit team's positive comments about program, education, student, and faculty quality; that faculty and staff felt listened to and understood; and that Pacifica appreciates WSCUC's support as we continue to evolve and come of age as a school serving students who can and do make a deep difference in the world.