

March 3, 2021

Dr. Joseph Cambray  
President/CEO  
Pacifica Graduate Institute  
249 Lambert Road  
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 19, 2021. This action was taken after consideration of the report of the review team that conducted the Special Visit to Pacifica Graduate Institute December 2-4, 2020. The Commission also reviewed the institutional report and exhibits submitted by Pacifica Graduate Institute prior to the Special Visit and the institution's January 21, 2021 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Peter M. Rojcewicz, Provost and Accreditation Liaison Officer; Larry Byer, CFO; and Marvin Richards, General Counsel. 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: (1) defining and evaluating performance of the roles of president and founder/chancellor; (2) short-term plan for administrative succession to avoid confusion between the role of president and founder/chancellor; (3) improving communication with staff about institutional decisions in order to address morale issues; (4) strengthening shared governance, and integration of faculty into decision-making processes; (5) filling provost position; (6) developing and implementing a diversity plan aligned with PacGI's core mission to serve diverse students and underscoring the institution's commitment to diversity as a value while guiding: 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; (7) advancing staff development, technology integration, and financial best practices; (8) addressing demands on cash as well as under-capitalization of the strategic initiatives; (9) resourcing and instituting instructional development to build a stronger

- infrastructure for hybrid pedagogy; and (10) developing a student support services office focusing on student success.
2. Continue with the previously scheduled reaffirmation review with the Offsite Review in spring 2024 and the Accreditation Visit in fall 2024.
  3. Schedule an Interim Report to be submitted by November 1, 2022 to address all requirements in this letter.

The Commission commends Pacifica Graduate Institute in particular for the following:

1. Growing enrollment by building a successful and experienced admissions team that leveraged technology, data informed decision-making, and team collaboration.
2. Presidential success in building a strong leadership team, including the key executive roles of provost, chief financial officer, director of enrollment, and general counsel.
3. Significant progress regarding issues related to employee morale including high turnover, communication, and decision-making transparency.
4. Handling of the presidential transition and transformation from a founder/chancellor/president to the current strong president, with clear authority and reporting lines.
5. Shifting culture and decision-making from a command-and-control management style with functional silos to a collaborative team that works holistically.
6. Improving financial performance around internal data control and enrollment growth while maintaining community sensibilities through the COVID-19 challenges.
7. Resourcing and developing a student services team committed to building evidence-based, coordinated, and comprehensive student support.

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

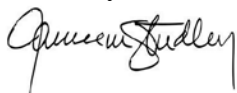
1. Formalize and implement a multi-year board development and continuous improvement plan. This will include best practices in board size and composition, annual board evaluation, and regular audit of policies and practices to align with higher education standards and the board's oversight and fiduciary roles. (CFRs 1.5 and 3.9)
2. Engage stakeholders to formalize a strategic plan that is embedded in the mission and derived from evidence-based decision-making, with clear objectives and metrics, alignment to the budget, and implementation action plans. (CFR 4.6)
3. Examine faculty workload, equitable compensation, class size, and academic support structures using external benchmarking, and provide the resources necessary to address found discrepancies. (CFRs 3.1, 3.2, 3.3, and 3.10)
4. Specifically and intentionally begin to build the technology and support services infrastructure necessary to support the expansion of hybrid programs and the development of fully online programs, addressing: faculty recruitment, training and support; online pedagogy; quality control measures; and ongoing assessment. (CFRs 2.1, 3.3, and 3.5)

5. Create and implement a facilities master plan that promotes long-term sustainability including determining the necessity of the Lambert campus considering strategic priorities. (CFR 3.4)
6. Create and implement a diversity, equity and inclusion action plan, as an integral part of the institution's comprehensive strategic plan, that guides: inclusion of diversity and equity curricula in all programs; recruitment of diverse students, including those from international settings; recruitment and promotion of diverse faculty and senior level management; and support for formal and informal groups for underrepresented and international groups. (CFRs 1.4, 1.6, 2.10, and 3.1)

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



Jamienne S. Studley  
President

JSS/so

Cc: Phillip Doolittle, Commission Chair  
Peter Rojcewicz, ALO  
Thyonne Gordon, Board Chair  
Members of the Special Visit team  
Susan Opp, Vice President