

**REPORT ON THE STRUCTURAL
CHANGE SITE VISIT**

Saybrook University
In the case of the Change of
Control with TCS Education
System

January 7, 2014

Team

Margaret T. Bailey, Vice Provost, Point Loma Nazarene (Chair)
Greg Dewey, Provost, University of LaVerne (Team Member)

The evaluation team in conducting its review was able to evaluate the institution under the 2013 Commission Standards and therefore submits this Report to the Senior College and University Commission of the Western Association of Schools and Colleges for action and to the institution for consideration.

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SECTION I – Overview and Context

A. Description of Institution and the Proposed Change

Background Information

Accredited since 1984, Saybrook University (Saybrook) is a private, non-profit institution of higher education, located in San Francisco, California, with an additional campus site in Kirkland, Washington. Saybrook serves six hundred students in four graduate schools; Organizational Leadership and Transformation, Mind-Body Medicine, Clinical Psychology, and Psychology and Interdisciplinary Inquiry. According to its mission, Saybrook, "...provides rigorous graduate education that inspires transformational change in individuals, organization, and communities, toward a just, humane, and sustainable world."

Saybrook University was founded in 1971, within California State University, Sonoma, as the Humanistic Psychology Institute. The Institute became a private higher education institution and changed its name to Saybrook Institute and then the Saybrook Graduate School and Research Center. The Graduate School and Research Center became Saybrook University in September 2009. From its beginning, Saybrook has provided a low-residency blended combination of distance and face-to-face education that offers a non-traditional, learning-centered environment for advanced studies.

The academic schools and programs at Saybrook support the fundamental mission of humanistic scholarship and inquiry. The School of Psychology and Interdisciplinary Studies offers MA/PhD degrees in Human Science, and MA/PhD degrees in Psychology; the School of Clinical Psychology offers MA Psychology: Counseling Specialization (residential), MA/ PhD Psychology, PsyD; the School of Mind-Body Medicine offers MS/PhD Mind-Body Medicine; the School of Organizational Leadership and Transformation offers MA/PhD Organizational Systems, MA Organizational Systems: Leadership and Organizational Development Specialization (residential).

The proposed structural change submitted by Saybrook would lead to a Change of Control with Saybrook becoming an affiliate of the TCS Education System (TCSES), a not-for-profit supporting organization designed to provide Shared Services to the affiliate institutions such as: assistance in admissions and enrollment services, compliance and legal affairs, finance, human resources, information technology, international initiatives, and marketing.

Describe the change that is the subject of this visit, including the nature of the change and the impact on the institution if approved.

The Structural Change proposal transfers control from Saybrook University to TCS Education System, headquartered in Chicago. Saybrook is a California not-for-profit corporation (501c3), operating as a WASC accredited institution of higher education. TCSES is an Illinois not-for-profit [(IRC 501c3) corporation Type II supporting organization] formed in 2009. If the Change of Control is approved, the governance of Saybrook will be conducted through the Saybrook Board of Trustees "subject to and limited by the reserved powers of the Member [TCS ES] and the powers of the Fiduciary Council." (Draft Saybrook University Bylaws, page 9). The Saybrook Board consists of nine members; four have no affiliation with either Saybrook or TCSES; two are employees of TCSES; two are members of the TCSES Board of Trustees, and one is an employee of Saybrook (President). The Fiduciary Council has

nine members; six are members of the TCSES Board (including the TCSES CEO) and the other three are TCSES employees. (See Appendix 1 for Saybrook University Board of Trustees and Fiduciary Council)

In previous Change of Control decisions, where TCSES has taken control of a WASC accredited institution, the TCSES Chief Executive Officer has signed a Certification of Related Entity:

**WASC Certification of Related Entity
Under Policy on Institutions with Related Entities
(Corporate Entity, System, or Religious or other Funding Sponsor)**

TCS Education System, Inc. represents that it controls the (name of institution), either directly or through one or more intermediate entities.

TCS Education System, Inc. hereby certifies that it recognizes the Commission's Standards and policies and will ensure that (name of institution) responsibilities relating to areas controlled or influenced by TCS Education System, Inc. are fulfilled.

TCSES was formed in 2009 as a centralized model for providing oversight and support services to affiliate institutions of higher education resulting in increased efficiency and effective use of resources. The affiliate members and TCSES maintain a Shared Services Agreement. The site visit team examined closely the key governance documents, the proposed Saybrook Bylaws and the TCSES and Saybrook Affiliation Agreement; and the non-governance TCSES and Saybrook Service Agreement.

TCS Education System affiliates are:

- The Chicago School of Professional Psychology, accredited by WASC, with campuses in Chicago, Los Angeles, Irvine, Westwood, and Washington, DC.
- Pacific Oaks College and Children's School accredited by WASC, with a campus in Pasadena, CA.
- The Santa Barbara & Ventura Colleges of Law, currently seeking WASC accreditation, with campuses in Santa Barbara, CA and Ventura, CA. The Colleges of Law will have the EER candidacy visit in November 2014. Accredited by the Committee of Bar Examiners of the State Bar of California
- The Dallas Nursing Institute, approvals in Texas and with the Accreditation Bureau of Health Education Schools.

Overall, the institutions affiliated with TCSES enroll approximately 5000 students.

B. Description of the Team's Review Process

The site visit team members served on the original Substantive Change Committee panel and have worked with Saybrook University since the Substantive Change submission in October 2013. Members reviewed the submission, along with all relevant correspondence, reports, and documents, in preparation for the site visit on January 7, 2014. Working with the Saybrook ALO, the team members developed an agenda (Appendix 3) for the day-long visit designed to verify institutional sustainability for the Structural Change as well as the alignment of the two institutions that has taken place in

preparation for the Change of Control. The areas under review included but were not limited to: strategic considerations, governance, student support services, financial issues and faculty role in the affiliate arrangement.

The team prepared for the site visit according to a standard visit protocol. Following receipt of the institutional report, the team conducted a conference call on November 18, 2013, with follow-up questions and additional teleconference among panel members on December 2. During the December teleconference, the panel decided to proceed to a site visit and followed-up with additional communication to prepare an initial plan of approach for the site visit. The team chair and the Saybrook ALO subsequently developed the visit schedule. The team did extensive preparation in advance of the visit, including analysis of the evidence made available electronically. The team also reviewed the University and TCSES websites, Saybrook catalog, and other documentation provided to WASC.

The team agreed on the main issues under consideration and met in San Francisco the day before the visit for an organizational team meeting. The team was able to meet with all of the key parties involved in the Change of Control from both Saybrook and TCSES either face-to-face or via video conference in order to explore the issues identified for the visit. The day's activities on Tuesday, January 7, 2014, included meetings with the Presidents of Saybrook and TCSES, Chair of the Saybrook Board of Trustees (also a member of the TCSES Board), academic leadership, faculty, and appropriate staff from both institutions (Appendix 1: Visit Schedule).

The visit was hosted by Saybrook in San Francisco, California, at Saybrook University campus. The visit was well organized and presented a full assessment of the changes anticipated with the Change of Control as well as the current situation and issues leading up to the proposed change. Saybrook leadership, faculty and staff and TCSES successfully addressed the issues of the visiting team with an in-depth and transparent analysis. The supporting documentation was presented electronically, and was well organized and easy to access. The visiting team concluded that the discussions were wide ranging, transparent, and thorough. (CFRs 1.5, 1.6, and 1.7)

SECTION II – Evaluation of the Proposed Change

This section describes the key issues the substantive change reviewers identified in its December 5, 2013, letter that were explored during the site visit to Saybrook University in San Francisco on January 7, 2014. These include: financial sustainability, strategic analysis and marketing, governance, faculty issues, and student services. Questions addressed in each area are listed below, followed by commentary on evidence, commendations, findings and recommendations.

A. Financial Sustainability (CFRs 3.4, 3.6)

The team explored the following areas during the site visit:

- Financial stability and issues leading to the structural change proposal
- Terms and conditions of the TCSES bank line of credit
- The nature of Saybrook's unrestricted reserve account and intended uses of it
- The assumptions made in calculating instructional costs (particularly in reference to a percentage of revenue) and the shared service agreement charges
- The details of the expected \$1M of in-kind services contributed by TCSES in the transfer of control and initial transition

- Other financial considerations including details of the Shared Services Agreement and operational efficiencies achieved through the Change of Control

Comments

Saybrook University continues to be in a fragile financial position. It is tuition dependent and enrollment has remained flat, but has experienced modest growth this academic year. Revenues and expenses are approximately \$13 million per annum with a FY 2012-2013 deficit of \$168,000. The Saybrook balance sheet records few physical assets but has an unrestricted reserve account of \$3.5 million. Therefore, Saybrook is not in crisis but currently does not have a long-term plan for the financial sustainability of the institution without the TCSES affiliation. However, Saybrook is seeking a fiscal strategy that includes increased efficiency through academic prioritization and Shared Services.

The proposed affiliation arrangement with TCSES will include an initial investment from TCSES of approximately \$1 million of in-kind services (e.g. technology improvements and services, student and employee portal, updated phone system, network infrastructure, legal and regulatory services, computer systems integration, and senior management support). The affiliation with TCSES will allow Saybrook access to improved and updated infrastructure, student support services, and business operations through Shared Service. The fee for services charge to Saybrook for the first fiscal year Shared Services Agreement will be slightly less than \$200 per student per month (over \$1M per year).

Shared Services potentially include: Human Resources; Legal, Regulatory and Compliance; Finance and Accounting; Information Technology; Financial Aid; Admissions; Marketing; Institutional Research; Instructional Design and Support; Registrar; Management; and International Programs. The extent to which services are shared is a product of negotiation between TCSES and the affiliate institution.

The site visit team carefully reviewed the financial data provided by Saybrook and TCSES and held transparent meetings with the executive leadership of both organizations. Saybrook leadership has already moved to enhance operational efficiencies through cost cutting and staff reductions. In addition, Saybrook anticipates that staff could be reduced by as many as eleven positions during the transition period following affiliation. It was brought to the attention of the team that faculty were notified in Spring 2013 that the three-year faculty contracts would be suspended until the financial situation could be clarified and stabilized. While faculty appear to support the Change of Control, and the financial strength it will bring to the University, there is still some apprehension about the uncertainty of the future of the Institution.

The visiting team concluded that the affiliation will enhance the financial stability of Saybrook and provide access to improved technology infrastructure, elimination of several staff positions, revitalization of long-term faculty contracts and opportunities to expand operations to include the development of donor funds. However, the team noted that this affiliation was not without risk for Saybrook and with Saybrook's current reserves there exists other options for moving forward. Also, with reductions in staff and services, Saybrook would, as a practical matter, have difficulty disentangling from the affiliation at some future date.

B. Strategic Analysis of Enrollment, Marketing, and Program Development (CFRs 1.5, 1.7, 1.8, 3.4-3.8, and 4.7)

The team explored the following areas during the site visit:

- Details regarding the market analysis for the new degree programs
- Recruitment strategies
- Enrollment projections
- Rapid launch of new degree programs and the potential lack of time to explore market factors in detail

Comments

Saybrook University's strategic agenda for 2012-2016 identifies five priorities that will be partially met through the affiliation as a result of the Change of Control. It was these potential strategic opportunities that influenced the President of Saybrook to initiate discussion with the CEO of TCSES in spring 2013. These strategic priorities include:

1. Establish and assert a consistent University identity and structure
2. Foster academic excellence through student-centered pedagogical practice
3. Hone just, humane, student-centered administrative practices, policies and structures
4. Achieve and sustain robust financial strength
5. Develop a University community that supports and advances cultural inclusion

The visiting team discussed at length the plan to initiate several new academic programs over the next two years. After more thorough analysis, the University provost made clear that program development will occur in three phases and many of the changes will be a function of the continuous improvement of current programs rather than new programs. The underlying assumption is that Saybrook will grow enrollment through the expansion of academic programs and the improvement of current degree programs. Phase 1 (2014) of academic program development will include two new programs requiring WASC approval: MA Management Global Workforce and MS Integrative Nutrition. Phase 2 (2015) will be a redesign of the PhD/MA Clinical Psychology, and two new programs MA/PhD Transformational Social Change and MA Home and Community Mental Health. Phase 3 (2015-2016) will be a redesign of three current programs and the potential addition of four new programs. All new degree programs will be designed, developed and approved by Saybrook and will be reviewed and approved by WASC as appropriate. For online courses, TCSES' Instructional Design department will provide assistance.

New program development is initiated by the Saybrook faculty and must go through the formal University review process followed by a financial and resourcing assessment by the University's academic leadership. If a proposed program is determined to be an appropriate fit and is viable, the new academic program proposal will be forwarded to TCSES marketing staff, which will conduct a more in-depth analysis of the market demand and brand impact. Both Saybrook and TCSES affirmed that all academic programs in the current Schools will be initiated and/or approved by and curriculum controlled by University faculty.

TCSES and Saybrook Service Agreement, Appendix B (not a governance document):

- (a) For the avoidance of doubt and notwithstanding anything to the contrary set forth in Section 3.1(b), University and the Board of Trustees shall retain exclusive control over all core

functions of University (the “Core Functions”), including:

- i. Recruiting and hiring of its own faculty, academic personnel, and other personnel;
- ii. Development, adoption and implementation of academic programs and curricula;
- iii. And all decisions regarding, student admissions, academic progress/ performance, and the awarding of academic credentials;
- iv. Oversight of services pursuant to the Agreement, including oversight of recruitment and admissions support services to be performed by the Service Provider (TCSES);
- v. Maintaining University’s relationships and the University’s compliance with the U.S. Department of Education, Accrediting Bodies, and state licensing authorities, and
- vi. All other activities not specifically referenced in this Agreement.

The visiting team concluded that the academic program curricular and pedagogical development will remain with the University faculty (27 fulltime equivalent faculty) and the pace of new program development is expected to be phased and sustainable. In addition, the affiliation will provide Saybrook access to marketing and advertising resources that they currently cannot afford. The team suggested during the site visit that outsourcing of both enrollment management and marketing to TCSES could indirectly increase pressure to add programs or change existing programs as a result of market forces rather than faculty initiative. However, the Change of Control has the potential of fulfilling key strategic initiatives by enhancing administrative services and financial sustainability.

C. Governance (CFRs 1.3, 1.5, 1.7, 3.4, 3.6, 3.7, 3.9, and 4.7)

The reviewers explored the following areas during the site visit: the relationship among Saybrook Board, TCSES, and the Fiduciary Council and how they will work together in practice as well as the relationship defined in the Saybrook Bylaws, Affiliation Agreement, Service Agreement and other documents provided. Appendix 2 includes key documents statements describing the relationship of the Saybrook Board, TCSES, and Fiduciary Council (see Appendix 1 and 2).

Comments

The Change of Control results in three agents (the Saybrook Board, Fiduciary Council, and TCSES) having both authority and responsibility for the University (see Appendix 1 and 2). Saybrook University will retain responsibility and oversight for both the curriculum and faculty. The Saybrook Board will retain oversight of the University mission. The Fiduciary Council, “shall be the governing body of the Corporation exercising all of the powers, rights and authority and carrying the duties and responsibilities appertaining to a board of directors under the Law and to a governing board of a corporation formulated in the manner and for the purposes of the Corporation...The primary functions of the Council shall be to exercise fiduciary control of and establish strategic directions for the Corporation in pursuit of its mission and established purpose” (draft Bylaws of Saybrook University, Article 8, page 5).

If the Commission approves a Change of Control, the nexus of the control of the University will occur through the Saybrook Board with the oversight and consent of the Fiduciary Council (see Appendix 1 membership of the Board and Council). The visiting team concluded that the Change of Control will secure the future of the University and is in alignment with the Saybrook Strategic Agenda 2012-2016. However, the team was concerned that terms used by TCSES and Saybrook such as “affiliation” or “consortium” may not adequately represent the full nature of the relationship in which decision-making authority is no longer solely the responsibility of Saybrook but resides (for different areas) with both Saybrook and TCSES.

D. Faculty (CFRs 2.2b, 2.4, 2.8, 2.12, 2.13, 3.1, 3.2, and 4.4)

The team explored the following areas during the site visit:

- What has been the role of faculty in new program development?
- How will the role of faculty change as a result of this affiliation?
- What will be the impact of this affiliation on faculty governance?

Comments

The team met with faculty in a well-attended open session. The faculty appeared very engaged and invested in the institution. While the faculty had good communication with the administration throughout the process of considering TCSES affiliation, it was clear that the faculty did not have an appreciation of the governance issues of this affiliation. The faculty largely views the affiliation as a financial expediency and did not indicate that they have focused on the governance issues. With affiliation, the role of the faculty and faculty governance would not change internal to Saybrook, i.e., Saybrook would continue to operate largely as it had done in the past. What is less clear is the broader impact of the affiliation for the faculty governance. While Saybrook will continue to offer a system of local faculty governance, it is not apparent how conflicts between TCSES central governance and local control will be resolved.

E. Student Services (CFRs 2.11, 2.12, 3.5, and 4.1)

The team explored the following areas during the site visit:

- The current status of student services at Saybrook
- Changes planned in student services as a result of this affiliation

Comments

Saybrook student support services will be greatly enhanced through the TCSES affiliation. Saybrook leadership and TCSES have identified a wide range of student and operational services that will be provided by TCSES through the Shared Services Agreement. Saybrook will purchase and have access to academic support services including library support, early detection and counseling services for students at risk, registration services, student portal, Canvas LMS, academic records services, financial aid support, and other services to greatly improve the student educational experience.

The visiting team concluded the affiliation will enhance the capacity and sustainability of Saybrook by shifting staff functions to TCSES and thereby reducing the University staff. TCSES will provide professional consulting services such as marketing, admissions and recruitment, and student information technology support. Students will greatly benefit from the improved online and technical support, counseling services, and the support of the financial aid office.

SECTION III – Findings, Commendations, and Recommendations

A. Findings

The team spent considerable time analyzing the TCS Education System structure. Both Saybrook and TCSES speak of the relationship as an affiliation and of the system as a consortium. The system is portrayed as a cluster of institutions that outsource central services to free them to focus on academic affairs and pursue academic program excellence. Such a model presents TCSES as “in service” to the institution. However, the governance documents clearly reveal strong central control. There is potentially a thin line between a central service organization supporting academic initiatives versus a central control unit outsourcing academic initiatives. The team is neutral on the efficacy of either model but feels that institutional roles need to be more transparent.

Overall, Saybrook and TCSES presented strong evidence of their ability to address WASC standards and concerns for all aspects of the planned Change of Control. Since beginning to work toward the transition, Saybrook and TCSES have demonstrated a strong commitment to a successful Change of Control that will strengthen the university and improve support student services and operational efficiencies.

In conclusion, the visiting team members believe that both institutions demonstrate a commitment and resources to successfully complete and solidify the structural change while giving specific attention to providing students with improved and additional support services.

B. Commendations

The team commended Saybrook University for the following:

1. The attention to thoughtful planning and communication at every level of the University and TCSES leadership. The visiting team was impressed by the due diligence that has gone into reviewing all aspects of the Change of Control and preparing the key stakeholders and communicating the benefits of the affiliation.
2. The attention given to the challenges of Change of Control. It was apparent to the visiting team that Saybrook and TCSES leadership, Saybrook faculty and staff are looking forward to the changes and have been fully engaged in the success of the affiliation.
3. The cooperative spirit, thoughtful consideration and strategic preparation for the affiliation. It was clear to the team that a great deal of effort and planning has taken place in anticipation of this affiliation.
4. The primary focus on students and ways to enhance their educational experience.

C. Recommendations

1. Financial Sustainability (CFRs 3.4 - 3.6)

The visiting team recommends the leadership continue to monitor Saybrook University’s fragile financial situation. The affiliation will greatly enhance the financial future of the University, improve the infrastructure, and provide operational and administrative capacity and upgrades that are currently not feasible without affiliation. However, future success requires additional sources of revenue and growth in enrollment while maintaining control of operational efficiencies.

The team recommends the continuation of the excellent work already begun by Saybrook and

TCSSES leadership: donor development, enhancement of faculty contracts, enrollment growth, and student services and infrastructure improvements.

2. *Governance* (CFRs 1.3, 1.5, 1.7, 3.4, 3.6, 3.7, 3.9, and 4.7, WASC Independent Governing Boards Policy)

The visiting team recommends that the Commission approve the Change of Control of Saybrook University to TCSSES as an affiliate institution.

3. *Faculty Issues* (CFRs 2.2b, 2.4, 2.8, 2.12, 2.13, 3.1, 3.2)

While the team found that there has been good communication between the administration and the faculty, the relationship between Saybrook and TCSSES needs to be presented in a fashion consistent with the governing documents. The faculty view that they are now part of an affiliation within a consortium. They are really a member of a system with strong central control. This needs to be communicated more directly.

The team learned that faculty contracts were reduced from three years to one year as a result of financial instability. If the motivation for the TCSSES affiliation is to create greater financial stability, it seems logical that the three-year contracts would be reinstated.

APPENDIX 1: Current Board of Saybrook University

Name	Position	Employer	Relationship to TCSES	Compensated
Dr. Renee Levi	Chair	Principal, Resonance Consulting	Member of TCSES Board*	No
Bradley Fischer	Member	CEO, Featherstone Partners, LLC	None	No
Todd McDonald	Member	Founder, bMergent Partners	None	No
Dr. Mark Skrade	Member	President, School of Professional Psychology at Forrest Institute	None	No
Rochelle Kopp	Member	Managing Principal, Japan Intercultural Consulting	None	No
Alan Cizner	Member	Retired	Member of TCSES Board	No
Dr. Michael Horowitz	Member	CEO, TCSES	Employee of TCSES	Yes
Dr. Patricia Breen	Member	Provost, Pacific Oaks College and Sr. Vice President of Academic Affairs, TCSES	Employee of TCSES	Yes
Dr. Mark Schulman	Ex-Officio Member	President, Saybrook University	Employee of Affiliated Institution	Yes

*Dr. Renee Levi, member TCSES Board, elected Chair, Board of Trustees, Saybrook University, October 2013

Name	Fiduciary Council/ TCSES Relationship (proposed)
Ricardo Grunsten	Chair Fiduciary Council/ Chair of TCSES Board
Dr. Edward Bergmark	Member Fiduciary Council/ 1 st Vice Chair, TCSES Board
Richard Chaifitz	Member FC/ TCSES Board Member
Linda Havard	Member FC/ 2 nd Vice Chair, TCSES Board, Chair of Audit Committee
George Mitchell	Member FC/ TCSES Board member, Chair Governance Committee
Dr. Michael Horowitz	Member FC/ TCSES and Saybrook Board, CEO, Corporate President TCSES
Don Packham	Member FC/ TCSES Sr. Vice President, Human Resources
Glenn Renzulli	Member FC/ TCSES CFO, Corporate Treasurer
Jennifer DeMay	Member FC/ TCSES Vice President, Compliance and Legal Affairs; Corporate Secretary

APPENDIX 2: Schedule for Saybrook University WASC Site Visit for Structural Change, Change of Control Proposal
January 7, 2014

WASC Site Visit Team

Present onsite

Dr. Margaret Bailey (team chair), Vice Provost and ALO, Point Loma Nazarene University
Dr. Greg Dewey, Provost, University of La Verne

Saybrook University

Present onsite

Mark Schulman, President
Dan Sewell, Provost & Executive Vice President
Mike Cairns, CFO & Vice President for Finance & Administration
Sigrid Badinelli, Vice President for Communication & External Relations
Some faculty in Bay Area may come in person

Present via teleconference

Renee Levi, Chair, Saybrook Board of Trustees
Russ Watjen, Interim Chief Enrollment Officer
Faculty Chairs of each School
Faculty Senate
All faculty invited for open faculty call

TCS Education System

Present onsite

Pat Breen, Senior Vice President, Academic Affairs
Mark Griesbaum, Senior Vice President, Business Operations
Regi Dennis, Vice President, Marketing
Alana Pepich, Director of Student Management

Present via teleconference

Michael Horowitz, TCSES CEO
Glen Rizzuli, Vice President, Finance and CFO
Jennifer DeMay, Vice President, Compliance & Legal Affairs

8:00 – 8:20 Team arrives at Saybrook, begins with orientation meeting

- WASC Team: Margaret Bailey, Greg Dewey
- Saybrook: ALO Dan Sewell

8:30 – 8:55 Meeting with Saybrook president

- WASC Team: Margaret Bailey, Greg Dewey
- Saybrook: President Mark Schulman

9:00 – 9:45 Student services

Attending:

- WASC Team: Margaret Bailey, Greg Dewey
- Saybrook: Provost Dan Sewell, Interim Chief Enrollment Officer Russ Watjen
- TCSES: SVP Business Operations Mark Griesbaum, SVP Academic Affairs Pat Breen,

Director of Student Management Alana Pepich

Focus: What is the current status of student services at Saybrook? What changes are planned in student services as a result of this affiliation? How will technology improvements support this?

10:00 – 10:45 Strategic analysis including market research

Attending:

- WASC Team: Margaret Bailey, Greg Dewey
- Saybrook: President Mark Schulman, VP/Communications & External Relations Sig Badinelli, Provost Dan Sewell, Interim Chief Enrollment Officer Russ Watjen
- TCSES: VP Marketing Regi Dennis,

Focus: The panel expressed concerns about the lack of details regarding the market analysis for the new degree programs, the limited information about recruitment strategies, and the absence of a rationale for the enrollment projections. The panel wondered whether the urgency to launch several new programs as quickly as possible is affecting the amount of time that is available to explore market factors in detail. The panel would like to explore the relationship and coordination between Saybrook and TCSES in marketing programs. Is marketing programs entirely TCSES.

11:00 – 11:45 Governance

Attending:

- WASC Team: Margaret Bailey, Greg Dewey
- Saybrook: Board Chair Renee Levi, President Mark Schulman, CFO Mike Cairns
- TCSES: VP Compliance & Legal Affairs Jennifer DeMay

Focus: The panel wishes to learn more about how the three entities (Saybrook Board, TCSES Board, and the Fiduciary Council) will work together in practice. Discuss the Structural Change and alignment with WASC policy on Independent Governing Boards.

12:00 – 12:45 Open call with Faculty

12:45 – 1:15 Lunch

1:15 – 1:45 Faculty issues

Attending:

- WASC Team: Margaret Bailey, Greg Dewey
- Saybrook: Faculty Senate & Chairs of the Schools

Focus: What has been the role of faculty in new program development? How will the role of faculty change as a result of this affiliation? What will be the impact of this affiliation on faculty governance?

2:00 – 2:45 Finances

Attending:

- WASC Team: Margaret Bailey, Greg Dewey
- Saybrook: President Mark Schulman, CFO Mike Cairns, Provost Dan Sewell,
- TCSES: SVP Business Operations Mark Griesbaum, VP Finance and CFO Glen Rizzuli

Focus: The visiting panel is interested in learning more about the terms of the TCSES line of credit and the Saybrook reserve account, the assumptions made in calculating instructional costs (particularly in reference to a percentage of revenue) and what is included in these costs, the details of the expected \$1M in services contributed by TCSES, and other financial considerations. How will technology improvements support the business operations of the university?

3:00 – 3:45 Wrap-up discussion

Attending:

- WASC Team: Margaret Bailey, Greg Dewey
- Saybrook: President Mark Schulman, Provost Dan Sewell, CFO Mike Cairns, VP/CER Sig Badinelli, Interim Chief Enrollment Officer Russ Watjen

Focus: Final discussion about any outstanding items that might need clarification.

4:00 – 4:45 Team review (alone)

5:00 Team departs for SFO airport