



March 26, 2020

WASC Senior College and University Commission (WSCUC)  
985 Atlantic Avenue, Suite 100  
Alameda, CA 94501

Reference: WSCUC Commission Action Letter from President Studley on Feb 26<sup>th</sup>, 2020

Dear WSCUC Commission Members,

The WSCUC accreditation process has been invaluable to Presidio Graduate School (PGS) as we progress beyond our initial accreditation. We have become an established institution well known for our unique sustainability and social justice mission. Now we are moving forward to advance that mission by evolving and expanding our academic programs and delivery infrastructure to continue equipping our students with the skills they need to achieve their goals – and with that, create positive social change.

Since our last review, we have increased enrollment, enhanced the social justice components of our curriculum, formed a capable and more experienced leadership team, maintained the active engagement of our Board, and secured a new strategic partnership with additional resources and experience. We agree with the Commission that our strategic partnership with Amity provides us with more opportunities to strengthen our financial planning, build greater alignment around our strategic vision, increase enrollment by diversifying our programs, and ensure our students continue to achieve their educational objectives.



## **Financial planning**

PGS has greatly enhanced forward financial planning activity with the addition of a new Chief Financial Officer (CFO) and Vice President of Enrollment to its leadership team. Work underway includes revised multi-year enrollment projections, market assessment and trend analysis, and a new budget planning and review process. A multi-year financial model aligned with our three-year strategic plan will be complete by the end of June. [CFR 3.4]

## **Strategic vision alignment**

PGS welcomed a new President and new board members in the last year. In the first six months of the new President's tenure, the Board endorsed a new three-year strategic plan outlining the goals and timelines of key initiatives, which we submitted to the Commission. This plan fully aligns with the 2018 Change of Control. It focuses on stabilizing organizational operations, increasing the academic programs that we offer, improving the use of technology to make our programs more broadly accessible, investing more substantially in marketing, and increasing enrollment. As mentioned during our site visit, the leadership team is currently updating some of our expansion and growth plans. Several Board members are working closely with the President and other organizational leaders on new program development. A series of board meetings in the spring and summer of 2020 will finalize program and expansion pilots, determine future collaboration with Amity, and create a board statement for the PGS community. We will inform the Commission of any changes to our long-term strategy, and we will be responsive to the Commission's ongoing input and support. [CFR 1.8, 3.4, 3.6, 3.7, 3.9]

## **Diversifying our programs to increase our enrollment**

As stated in our summer 2019 strategic plan, program and product diversification is a crucial strategy for 2020 and 2021. In the second half of 2020, we are on track to develop several new courses and certificates to grow enrollment and test the viability of new degree program



offerings. Over the past three months, we have made the following progress: hired an instructional designer to develop the infrastructure for the new program offerings, researched market trends and opportunities, and launched a new partnership with a local college to offer a joint degree for international students. We plan to build on this launch with additional programs to reach international students through our partnership with Amity University. [CFRs 3.4, 4.6]

### **Ensure student achievement**

PGS hired a new Vice President of Academic Affairs responsible for strengthening our existing processes for ensuring student academic achievement. In compliance with WSCUC assessment recommendations, we have established new processes to expand the course and teaching assessments beyond student surveys to include peer-review of syllabi, class visits, mid-semester reviews, faculty performance review, and self-assessment, faculty training, and assessment of student learning portfolios. Also, we established integrated cycles of program review at various time intervals: ten years for program learning outcomes, two years for curriculum, one year for course learning outcomes, one year for curriculum integration, and one year for course assignments evidence.

Following WSCUC faculty alignment recommendations, we have formed a Faculty Council with five members on an annual rotation basis to enhance faculty engagement across academic affairs. The Faculty Council will be included in the program review process and new program development. We are also holding all-faculty meetings three times a semester for curriculum integration and faculty training and development. [CFRs 4.1, 4.4]

Also, we have hired a new Vice President of Enrollment and Student Affairs with responsibility for leading our new student recruitment and student services. One goal of this new position is to increase enrollment. Another is to improve the quality of student services through the integration and consolidation of support functions. This change will improve the satisfaction and performance of enrolled students. [CFRs 1.2, 2.6, 2.7, 4.1, 4.3]



## Summary

Presidio Graduate School is emerging from a critical transition period where we formed a new alliance with a WSCUC accredited and highly respected international education network, hired a new President, brought on experienced new staff, and stabilized our operations. The WSCUC site visit, which occurred just months after the new President arrived, the new Board was formed, and our new CFO took her place, was an early glimpse into an organization that is reinventing itself. Given the timing, we understand the Commission requiring another check-in before our six-year accreditation cycle. We have set the groundwork for a healthy, successful, and vibrant future. Most importantly, PGS continues to support our students and faculty in their work to build a more just, equitable, and sustainable society.

We are grateful for the collaborative visit from the Commission and the subsequent recommendations on how to strengthen Presidio Graduate School. Later this year, we will be able to share our progress during the Commission's follow-up visit and work with you on our future institutional development. Thank you for your continued support.

Sincerely,

Liz Maw  
President

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