

July 11, 2022

Dr. Christopher Callahan  
President  
University of the Pacific  
3601 Pacific Avenue  
Stockton, CA 95211

Dear President Callahan:

This letter serves as formal notification and official record of action taken concerning the University of the Pacific (UOP) by the WASC Senior College and University Commission (WSCUC) at its meeting June 24, 2022. This action was taken after consideration of the report of the review team that conducted the Special Visit to UOP remotely on April 7 and in person April 13 – 14, 2022. The Commission also reviewed the institutional report and exhibits submitted by UOP prior to the Special Visit and the institution's June 6, 2022 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleague Cyd Jenefsky, Vice Provost of Strategy and Educational Effectiveness and Accreditation Liaison Officer (ALO). 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) shared governance matrix implementation; (2) communication with all university constituents; (3) implementation of the new chart of accounts; (4) consultation with faculty according to the university's shared governance principles to plan and implement change; and (5) implementation of the Diversity Plan.
2. Continue with the previously scheduled reaffirmation review with the Offsite Review in fall 2026 and the Accreditation Visit in spring 2027.

The Commission commends UOP in particular for the following:

1. Striving for and achieving a collaborative resolution to the shared governance matrix;
2. Prioritizing regular, reliable, and transparent communication with faculty and staff that considers their interests and concerns;
3. The new chart of accounts that provides deans with tools to realize financial gains and reinvest them in their schools;
4. The steps that UOP has taken to promote diversity, equity, and inclusion (DEI). In particular:
  - a. the new vice president for DEI and the Diversity Leadership Team;
  - b. the Board of Directors decision to make DEI issues a central part of their oversight;
  - c. regular, disaggregated reports to the senior administration on new hires, promotions, and staff and faculty attrition;
  - d. revision of employee evaluations to include DEI factors;

- e. the Office of Strategy & Educational Effectiveness, Center for Teaching and Learning, and the university committee on DEI for collaborating to enhance opportunities for faculty development;
- f. University Libraries conducting a diversity audit of its collections;
- g. collaboration between the general education committee and DEI experts on diversification of requirements and curriculum.

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

1. Continue efforts to clarify shared governance roles and responsibilities reflecting a collaborative process involving faculty, administration, and Board of Directors building on the new tone of governance currently enjoyed in the institution. Ongoing assessment of shared governance effectiveness will be important to ensure responsiveness to and alignment with the changing higher education landscape (CFRs 3.7, 3.10, 4.6);
2. Reaffirm the Diversity Plan with revised goals, implementation timeline, and dedicated resources in order to match the university's significant ambitions as articulated by the president and the Board of Directors (CFRs 1.4, 2.10, 2.11, 3.1);
3. Use planned campus climate surveys of staff, students, and faculty to assess the effectiveness of university diversity, equity, and inclusion initiatives (CFRs 1.4, 2.10).

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



Jamiene S. Studley  
President

JSS/mam

Cc: Phillip Doolittle, Commission Chair  
Cyd Jenefsky, ALO  
Norman Allen, Board Chair  
Members of the Special Visit team  
Maureen A Maloney, Vice President