

July 12, 2019

Dr. Pamela Eibeck
President
University of the Pacific
3601 Pacific Avenue
Stockton, CA 95211

Dear President Eibeck:

This letter serves as formal notification and official record of action taken concerning University of the Pacific (UOP) by the WASC Senior College and University Commission (WSCUC) at its meeting June 28, 2019. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to UOP March 5-7, 2019. The Commission also reviewed the institutional report and exhibits submitted by UOP prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's May 30, 2019 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Maria Pallavicini, Provost, Kenneth Mullen, Vice President for Business and Finance, and Cyd Jenefsky, Vice Provost for 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 new status with WSCUC.

Actions

1. Receive the Accreditation Visit team report
2. Reaffirm accreditation for a period of eight years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2026 and the Accreditation Visit in spring 2027
4. Schedule the Mid-Cycle Review to begin May 1, 2023
5. Schedule a Special Visit in spring 2022 to address
 - a. Implementation of the shared governance matrix.
 - b. Communication with all university constituents.
 - c. Implementation of the new chart of accounts.
 - d. Consultation with faculty, as appropriate according to the university's shared governance principles, to plan and implement change.
 - e. Implementation of the Diversity Plan.

The Commission commends UOP in particular for the following:

1. Identifying and articulating four hallmarks of the Pacific experience for undergraduate and graduate students, which includes experiential learning both inside and outside the classroom, contributions to communities through numerous outreach efforts and clinical services, preparedness for a life of learning and

purposeful work, and above all, an intensive and meaningful engagement with the dedicated faculty and staff of all three campuses.

2. Demonstrating a strong commitment to involving appropriate stakeholders in the systematic assessment of teaching and learning, and using results to inform regularized program reviews and enhanced educational effectiveness.
3. Anticipating, responding, and adapting to the changing environment of higher education with respect to student needs.
4. Developing and effectively executing essential student success initiatives that evidence focused and thoughtful cross-unit collaboration between student life, academic programs, and institutional research.
5. Conducting a successful capital campaign to date that will contribute to the financial vitality of the university through significant increases in the endowment.
6. Intentionally increasing the diversity of the Board of Regents.

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

1. Define shared governance from a structural and cultural perspective, and evaluate the effectiveness of the shared governance matrix so its implementation ensures the ability of the faculty to exercise effective academic leadership while reinforcing boundaries associated with shared governance. (CFR 1.2, 2.1, 2.10)
2. Establish a culture of clear and effective communication within a well-defined shared governance system (including students and alumni, staff, faculty, administration, and Board of Regents) that are grounded in transparency, reliability, and inclusiveness. (CFR 1.7, 3.6, 3.7)
3. Expand the capability to provide more sophisticated financial reporting to aid decision-making through a rapid implementation of a new chart of accounts that will streamline financial information. These efforts should enhance budgetary control, transparency and financial oversight. (CRFs 1.7, 3.4)
4. Implement change at a pace that ensures well-considered and thorough plans informed by consultation with all constituents affected, and allows time for critical review according to sound shared-governance principles. (CFRs 1.7, 3.6, 3.7, 4.5, 4.6)
5. Foster equity and inclusion across all three campuses through implementation of the Diversity Plan developed by the Diversity Leadership Team. (CFRs 1.4, 3.1)

In taking this action to reaffirm accreditation, the Commission confirms that UOP has addressed the three Core Commitments and has successfully completed the two-stage

institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values, UOP should strive for ongoing improvement with adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

In accordance with Commission policy, a copy of this letter will be 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 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

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Cc: Reed Dasenbrock, Commission Chair
Cyd Jenefsky, ALO
Kevin Huber, Board Chair
Members of the Accreditation Visit team
Maureen A Maloney, Vice President