REPORT OF THE WSCUC SPECIAL VISIT TEAM

To: Saybrook University

August 25-27, 2014

Team Roster
Dr. Gregory O’Brien, Team Chair President Emeritus, Argosy University
Dr. Cherron R. Hoppes, Team Assistant Chair
Dean, Undergraduate Programs, Golden Gate University, San Francisco
Dr. Maggie Bailey, Structural Change Review Committee Vice Provost, Program Development and Accreditation, Point Loma Nazarene University, San Diego
Dr. Jim Breckenridge, Team Member Academic Dean, Palo Alto University, Palo Alto
Thomas O. Fleming, Jr., Team Member
Senior Vice President and CFO, Loyola Marymount University, Los Angeles
Dr. Barbara Goss Davis, Staff Liaison Vice President, WSCUC

The team evaluated the institution under the 2013 WSCUC Standards of Accreditation and prepared this report containing its collective evaluation for consideration and action by the institution and by the WASC Senior College and University Commission. The formal action concerning the institution’s status is taken by the Commission and is described in a letter from the Commission to the institution. This report and the Commission letter are made available to the public by publication on the WSCUC website.
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SECTION I. OVERVIEW AND CONTEXT

Description of the Institution and Visit

Saybrook University (Saybrook), formerly Saybrook Graduate School and Research Center, is a private, non-profit institution newly located in Oakland, California, moving from its long-time location in San Francisco in summer 2014. Originally an institute within California State University-Sonoma, the university became independent in 1972 and was first accredited by WSCUC in 1984. Over recent years, Saybrook has added programs in Mind-Body Medicine (in 2008) and incorporated the Leadership Institute of Seattle (LIOS) in Kenmore, Washington (in 2009), to become a single focus graduate school for students seeking masters and doctoral degrees. Saybrook now serves six hundred students in four graduate schools: Organizational Leadership and Transformation; Mind-Body Medicine; Clinical Psychology; and Psychology and Interdisciplinary Inquiry. The most significant change in Saybrook’s structure is the affiliation with TCS Education System (TCS ES), approved as a structural change by the Commission in winter 2014. The full history of its transformation from school/research center to university is documented in the following sections.

Background

The mission of Saybrook University states the institution “provides rigorous graduate education that inspires transformational change in individuals, organizations, and communities, toward a just, humane, and sustainable world” through essentially asking the question, “What does it mean to be human in the 21st Century?” The schools and programs at Saybrook link with one another through the fundamental focus of humanistic scholarship and inquiry.
While the institution has maintained its accreditation since 1984, it has been required to comply with a number of special visits and interim reports throughout its history. This was the second Special Visit to Saybrook since its last reaffirmation of accreditation in March 2008.

This Special Visit focused on issues of concern consistent with the findings of prior evaluations: Board governance, strategic agenda, mission, reorganization, finances, and enrollment management. In addition, this Special Visit incorporated the federally mandated six-month follow-up Structural Change review, to examine how the affiliation with TCS ES was proceeding.

Recent Accreditation Activity

Since the Special Visit in March 2012 and the related Commission letter, Saybrook has brought forward, and has been approved for, a number of new programs and the TCS ES affiliation. The following table outlines accreditation related activities for the institution since the Special Visit in March 2012:

<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
</tr>
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<tbody>
<tr>
<td>June 2012</td>
<td>Commission response to Special Visit: 1) Receive special visit report and continue accreditation; 2) Remove the Notice of Concern; 3) Reschedule the comprehensive review, with an offsite review to take place in fall 2014 and onsite visit in spring 2015; 4) Request an interim report in fall 2012 to follow up on issues of financial stability, enrollment data, fundraising results and the fiscal impact of planned, and by then implemented, procedural, organizational, and structural changes.</td>
</tr>
<tr>
<td>February 2013</td>
<td>Action by the Interim Report Committee: 1) Receive the report; 2) Request a special visit to take place in November 2013. The institution was asked to prepare a report 8 weeks prior to the visit to address the progress on the strategic agenda, restructuring, finances, fundraising, enrollment data and enrollment plans.</td>
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<tr>
<td>October 2013</td>
<td>WSCUC Staff Action: Move the Offsite review, scheduled for fall 2014, to fall 2015 with onsite visit to occur in spring 2016.</td>
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<tr>
<td>December 2013</td>
<td>Substantive/Structural Change Committee approves Proceed to Site Visit prior to Commission for petition for Change of Control to TCS ES.</td>
</tr>
<tr>
<td>January 2014</td>
<td>Substantive/Structural Change Site Visit evaluates Change of Control to TCS ES</td>
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February 2014 | Substantive/Structural Change Committee approves Change of Control to TCS ES and requires a six-month post-implementation visit to validate issues of the Saybrook Board of Trustees, institutional governance, and the institutional mission.

April 2014 | Substantive Change Committee grants interim approval for MA in Management (online) and MS in Integrative Nutrition (online).

May 2014 | Substantive Change Committee provides final approval for MA in Management (online) and MS in Integrative Nutrition (online).

August 2014 | Substantive Change Committee grants interim approval of PhD in Clinical Psychology (online) and MA in Counseling (online).

The Institution’s Special Visit Report: Quality of the Report and Supporting Evidence

The team found the 2014 Special Visit report to be well written and comprehensive, addressing the issues in question with transparency and sufficient documentation to support its claims. As the team prepared for the visit, the Accreditation Liaison Officer (ALO) was responsive and exacting in his response to requests for additional information and documentation. The team greatly appreciated the transparent sharing of data. Its availability and applicability to the questions at hand indicated that Saybrook is an institution that embraces the use of data for decision making and planning.

Description of the Team’s Review Process

The team examined both quantitative and qualitative data as requested by the Commission. Special care was given to the triangulation of data by meeting with multiple constituencies and conducting follow up interviews as needed. Using all available materials, supplemented with those additional data points made available upon request, the team is confident that it was able to thoroughly explore the issues at hand and provide the Commission with a comprehensive response to the stated concerns. Whenever possible, team conclusions are supplemented with references to data and interview notes reviewed throughout the preparation period and while visiting the institution.
SECTION II. EVALUATION OF ISSUES UNDER THE STANDARDS

Issue: Board Governance

Saybrook University became formally affiliated with TCS Education System (TCS ES) on March 4, 2014, upon approval of the affiliation by the WSCUC Commission in February 2014. This affiliation required significant changes in the structure and processes of governance for the institution, which in turn brought about both considerable changes in the organization’s processes and management structures and uncertainty on the part of faculty, staff, students and trustees, as described in the institutional report section, “Reorganization.” The institutional report addressed these governance-related issues in detail, and during the team’s visit, these issues were a major focus of interviews and evidence review. The institution’s report also described a number of substantial changes in personnel that occurred during the implementation of the affiliation as part of the effort to address of the financial challenges faced by the institution.

The institution made extensive efforts to provide sufficient materials pertaining to Saybrook’s new governance structure following affiliation with TCS ES, including the new Saybrook Bylaws (Appendix R), the rosters of the Board of Trustees, board committees and Fiduciary Council members (Appendix Q), a guide to differentiating the roles of the Board of Trustees and the Fiduciary Council (Appendix S), an operational guide to the relationship between TCS ES and its academic institutions (Appendix I), and the minutes of the Fiduciary Council (Appendix T) and the Saybrook Board of Trustees (Appendix B). In addition, a well- described conflict of interest policy is included in Article 14 of the Saybrook Bylaws. The Bylaws also include the mission statements of both TCS ES and Saybrook, which appear to be congruent.
The institutional report notes that the process of affiliation played out in a somewhat different manner than had been anticipated in Structural Change Proposal submitted to WSCUC in which the TCS ES affiliation was proposed, but was implemented in a manner similar to other recent TCS ES affiliations in the WSCUC region. The Board of Trustees of Saybrook University changed its membership: now six of nine current Saybrook board members are defined as Independent Trustees and are described as receiving no compensation from either TCS ES or Saybrook. One of the compensated members is the Saybrook president and the other two are high-level TCS ES employees. This composition appears appropriate for a university that is a member of a larger system and similar to the composition of Trustee groups in many state/public university systems elsewhere.

Of greater significance was the creation of the Saybrook Fiduciary Council (SFC), which provides financial and related policy oversight to the operations of the institution. According to the institutional report, academic decisions are left largely in the hands of the faculty and administration of Saybrook faculty and with Saybrook’s Board of Trustees providing needed approvals. As the institutional report indicated, “The Saybrook Bylaws set forth the usual array of powers and authority vested in the governing board of an institution of higher education. The Bylaws were provided as Appendix R, Saybrook Bylaws. They provide for the board to offer programs; review and evaluate the organizational structure; hire, evaluate and remove the president; establish fees and budgets; etc. in keeping with WSCUC CFR 3.9. (See Article 9.) The limited powers of the Fiduciary Council are to consent to election of board members, and to changes in mission, legal structure, and bylaws, etc. (See Article 7). The Fiduciary Council only acts on matters that are brought to it by the Saybrook governing board. It does not act on its own motion.”
WSCUC defines an independent governing board such that “a majority of its members may not have interests that might impair their independent decision making, create multiple and potentially conflicting relationships, or result in competing loyalties. Therefore a majority of the board members may not be employed or otherwise regularly compensated by the institution or have ownership interest in the institution” (Independent Governing Board Policy, p. 3). The institutional report indicates that the majority of the members of the Board of Trustees and the Fiduciary Council are uncompensated and are therefore independent (Special Visit Report, Section 7.1, p. 15). However, while the requirement that a majority of board members not be compensated is one explicit criterion for independence, it is not a sufficient condition. The Commission takes into consideration “all of the material structural elements with the object of determining whether they ultimately work together in such a way as to provide a structure in which the governing board can function with relative independence from undue interference from other persons or entities” (WSCUC Independent Governing Board Policy, p. 9).

Moreover, the Bylaws describe the Saybrook Fiduciary Council (SFC) as “the governing body” of the university “exercising all of the powers, rights and authority and carrying the duties and responsibilities appertaining to a board of directors under the Law” with the primary functions of “exercising fiduciary control of and establish strategic directions” of the university (Saybrook Bylaws, Article 8, Section 1, p. 5), and a majority of the members of the Fiduciary Council must be comprised of “incumbent members in good standing of the corporate governing board” of TCS ES (Saybrook Bylaws, Article 8, Section 2(a), p. 6). The Bylaws (Article 9) clearly assign general oversight and supervision of Saybrook to the Board of Trustees, subject to the reserve powers of TCS ES and the
Fiduciary Council. Nevertheless, the institutional report observation that a majority of the Board of Trustees or of the Fiduciary Council are uncompensated (p. 15) does not appear to fully address the issue of independence and the resolution of potential conflict – however unlikely – as regards accreditation standards. Consequently, during the site visit, senior administrators, Trustees, Fiduciary Council members, and faculty were asked to discuss in greater detail – beyond the matter of employment or compensation – the role and independence of the Board of Trustees, the Fiduciary Council and TCS ES, as well as how potential conflicts might be resolved within the new governance structure, in particular, to further discuss the Saybrook Bylaws specification of the reserve powers of the Fiduciary Council and TCS ES and the powers of the Board of Trustees as they pertain to accreditation standards. For example, the 2013 WSCUC Standards of Accreditation require that:

“The institution has an independent governing board or similar authority that, consistent with its legal and fiduciary authority, exercises appropriate oversight over institutional integrity, policies, and ongoing operations, including hiring and evaluating the chief executive officer.” (CFR 3.9)

In Section 3.5 (Presidential Transition) of the institutional report (p. 5), the election of the new president of Saybrook University is described as having been initiated by the Saybrook board and subsequently offered to the new president following a review and vote by the Saybrook Board of Trustees. Interviews with trustees, Fiduciary Council members, and senior administrators affirmed that the new Saybrook president’s election was initiated and led by the Saybrook board. Furthermore, trustees, SFC members, and senior administrators affirmed that the trustees exercise governance authority over the institution. Although well aware of the specifications and requirements of the Bylaws, trustees, Saybrook and TCS ES senior administrators, and faculty described a highly
collaborative working relationship between Saybrook and TCS ES personnel -- a relationship supported by a mutual intention to treat the oversight functions of SFC as a component of the review and approval process, rather than the primary initiating or directive body university actions.

It should also be noted that WSCUC policies regarding Independent Governing Board and Related Entities do recognize that at some institutions “the governing board shares decision-making responsibility with one or more non-accredited ‘related’ entities in areas such as finance, planning, governance, budget and approval processes, recruitment, information systems, or employee compensation.” The policy also notes “when an institution shares certain functions with a related entity, the institution is responsible for presenting, explaining, and evaluating all significant matters and relationships involving related entities that may affect accreditation requirements and decisions” (WSCUC Independent Governing Board Policy, p. 3). Structural changes at Saybrook are clearly quite recent and will become more familiar as working relationships are developed.

There were a few additional matters that call for clarification. The Saybrook Bylaws indicate that the Board of Trustees will be comprised of no fewer than nine trustees (p. 11). The roster of the Board of Trustees provided in Appendix Q, however, lists eight members and an ex-officio member, the president of Saybrook. Upon interview, the Chair of the Saybrook board confirmed that the ex-officio member did constitute the ninth member of the board. Also, a roster of the mandated Governance Committee of the Board was not identified in Appendix Q. Upon interview, the Chair of the Trustees confirmed that the committee identified as the Trusteeship Committee in the Report will be re-labeled as the Governance Committee in the near future.
Conclusion: The team commends the Saybrook and TCS ES communities on the new governance and business model for Saybrook University, as a member of the TCS ES community. The control of the university belongs to the Saybrook board with the oversight and consent of the Fiduciary Council. The team concluded that the affiliation with TCS ES will secure the future of the university and is in compliance with CFR 3.9 and the WSCUC Policy on Independent Governing Boards.

Issue: Mission

The team explored the mission to determine if this would remain consistent with the university’s historic purpose and whether or not the university would continue to align with its established core values after the change of control. The evaluation team met with the boards and both presidents of TCS ES and Saybrook and examined the changes that have transpired since control shifted from the university to the system. There were several indicators that the mission has not changed and in fact has been strengthened by the affiliation as a result of a common mission and values around issues of social justice. Both presidents indicated that key to their decision to pursue a change of control was the clear alignment of the university and system in educational approach, values and student demographics.

Saybrook University has a rich history in humanistic psychology that spans four decades. 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.” One recent change that very clearly indicates the consistency of mission is the selection of a new president who is able to articulate a vision for the university that is consistent with the historic mission. The team believes the new
president will give a contemporary translation to the mission and what it means to be human in the twenty-first century.

Another indication of the continuity of the historic mission of the university is the pursuit of two new degree programs that began prior to the change of control. The recentWSCUC approval of the PhD Clinical Psychology (online) and the MA Counseling (online) build on the Saybrook tradition of similar programs. The Saybrook president affirmed the new degrees will support and fulfill the educational purposes and university mission. (CFR 1.5) The Saybrook Board of Trustees and TCS ES president described the importance of mission and sustaining the unique mission of each TCS ES affiliate institution by providing opportunities for faculty, staff and board collaboration at every level. For example, all affiliate presidents serve on the TCS ES Executive Council; there have also been board development opportunities, monthly meetings of system provosts, and occasions for affiliates to work together and learn from each other. The executive leadership presented examples where collaboration has improved understanding and current practices throughout the system as they have learned new approaches and improved efficiencies in operations. This strong collaboration among affiliates in the system will strengthen and hold each university accountable. (CFR 4.6) The president of TCS ES pointed out that this intentional integration and mutual transparency are also designed to hold the system accountable. (CFR 4.7)

**Conclusion:** While these are early days in the transition, Saybrook and TCS ES have been working toward a successful transition. There is a strong alignment of Saybrook to the mission to TCS ES and there have been few cultural adjustments. Several of those interviewed cited a smoother transition than anticipated in the original proposal and in
many cases the forecasted timeline for completion of change of control activities has been accelerated. The leadership of both organizations stressed the benefits they have received from the affiliation. The affiliation enhances the role of the university and brings strength to the system. The affiliation also provides enhancements for students who will be able to leverage resources that were not available before the affiliation. The Saybrook leadership stressed that the structural change has moved them away from a focus on sustainability to a renewed enthusiasm for future possibilities with attention given to a wide range of long-term projects around mission.

**Issue: Strategic Agenda**

The role of strategic planning seems to have developed slowly over the history of the university, but now appears to be embedded in the thinking and processes of the institution (CFR 4.1). Planning in prior years was described as informal and inconsistent; however, that changed with the arrival of the outgoing president in 2010, as it was he who led the development of the current strategic plan which was designed to address the period 2012 to 2016. This plan was developed in consultation with the full university community. It addressed primarily the following areas: implementing integrated enrollment management, creating a multi-disciplinary university with four colleges, increasing academic excellence, developing new programs, increasing resources, and practice and service. Recognizing the lack of rigor of implementation and follow up in the past, structures were put into place for tracking, evaluation and implementation of the plan (CFRs 4.1, 4.3). Because much of this work seems to have been subsumed or delayed to the affiliation with TCS ES, it does not appear that this plan was implemented. As documented
in past reviews, Saybrook makes efforts to write strategic plans, but the institution apparently is not able to execute and fully implement its plans.

As a result of its affiliation with TCS ES, Saybrook is currently undergoing a significant transition and will need to wait beyond this period to revisit a major strategic planning effort in the post-affiliation era. The transition appears to be on schedule and it does not appear to be incurring any undue difficulties. The new Saybrook president appears to be committed to a systematic strategic planning process that will guide the institution through 2020 and will involve all university constituencies to determine the needs of Saybrook activities and functions and university priorities. (CFR 4.1)

**Conclusion:** The president has a clear understanding of the challenges facing the institution and the criticality of a sound, achievable strategic plan. He has earned the confidence of the university community, the Board of Trustees and TCS ES. As the institution moves forward under new leadership and with the new affiliation with TCS ES, timely execution of a well-developed strategic agenda will be imperative for the future success of Saybrook. The team recommends the careful use of evidence and purposeful action based on a shared strategic direction and action agenda to address these issues.

**Issue: Reorganization**

The affiliation of Saybrook University with TCS ES necessitated significant organizational changes. Budgetary constraints and enrollment shortfalls had earlier caused reductions in force among staff as well. These changes occurred as the Saybrook University community wrestled with the financial challenges of declining enrollments and the decision to relocate university operations to facilities in Oakland.
The institution’s report candidly described faculty concerns about the affiliation with TCS ES and the several organizational changes. The TCS ES affiliation also precipitated changes in procedures, software systems, and the need to coordinate efforts with the Chicago based staff in areas such as financial aid, marketing, and fiscal affairs.

**Administrative and Staffing Changes**

The TCS ES affiliation brought external support and systems to the institution in ten areas:

1. Information Technology
2. Student Academic Support
3. Recruitment and Admissions Operations
4. Online Course Development and Instructional Design Services
5. Academic and Accreditation Expertise
6. Marketing
7. Legal and Compliance
8. Finance
9. Human Resources
10. International Outreach

These changes also brought significant reductions in administrative staffing. Twelve of forty-five (approximately one-third) of the institution’s staff positions were eliminated as TCS ES groups took on these functions, and one Saybrook staff incumbent was transferred to TCS ES. The institutional report described the functional transitions and provided great clarity as to current responsibilities of Saybrook and of TCS ES. The process was carried out with purposeful communication efforts during what were dramatic transitions. At the same time as the TCS ES affiliation and its related changes were occurring, the university relocated its headquarters from San Francisco to Oakland in a money saving move.
Presidential and Provost Transitions

During the process of affiliation with TCS ES, Saybrook’s president decided not to continue in that role, but to take a transitional role with TCS ES for the remainder of his contract. After an open search process, a new president was recruited and hired with a formal starting date of September 1 (five days after the team visit). The WSCUC team was given significant time to interview the new president and is confident in his ability to lead the institution in the coming years as he brings experience as president of another institution, which faced similar financial and organizational challenges as those encountered by Saybrook. He joined the Saybrook staff on a full-time basis two weeks prior to the team visit. He informed the team of a number of strategic initiatives he has launched to address continued enrollment shortfalls and the concomitant financial strains facing the institution. These presidential initiatives are accelerating the institution’s strategic and operational planning efforts. Faculty, staff and Board of Trustee members, with whom the team met, all expressed confidence in the new president and admired his openness and excellent communication skills. (CFR 3.6)

To compound matters, the week before the Special Visit, the provost informed the president, the president-designate and WSCUC liaison of his intention to resign from Saybrook in mid-fall. He will continue to support the prioritization and planning initiatives currently underway and was actively engaged in supporting the evaluation team during the time on campus. The president-designate intends to solicit input from faculty and staff in appointing an interim provost. (CFRs 3.6, 3.10)

Faculty and Staff Response to Reorganization and Staffing Changes
Faculty and staff were aware of the changes and of the challenges facing the institution. They praised university leadership for being open and transparent during these changes. (CFR faculty and staff were aware of the nature of the affiliation from a governance perspective (CFR 3.9) and affirmed that the TCS ES respected the faculty’s and the institution’s authority in curriculum matters. (CFR 3.10) While staff expressed some stress at the need to coordinate processes with TCS ES counterparts, this was viewed more as the need to get used to being part of a complex organization rather than interference. (CFR 3.7)

Faculty and staff members almost to a person recognized that these were very stressful times for Saybrook, but also affirmed that they were optimistic about the university’s future as a result of the changes. There was a sense that while the changes had been dramatic, and sometimes traumatic, the institution was emerging from a tumultuous period and beginning to gain positive momentum, though more changes were still inevitable. There was a sense of confidence in the new president’s approach and listening skills as well as a consensus that the affiliation with TCS ES was an important asset to the institution.

**Conclusion:** The evaluation team acknowledges and commends the perseverance of the administration, faculty and staff for their successful work in moving through significant change during such a critical time.

**Issue: Finances**

As the Special Visit team observed in its 2012 team report, “Strengthening the financial picture is key to sustainability.” At that time, the Commission remained troubled by Saybrook’s ongoing financial condition. This currentWSCUC team continues to share
this concern, although the affiliation with TCS ES brings some confidence to the financial picture. The university will need to continue careful monitoring of expenses; make steady progress in enrollment growth; and diversify its funding base through private contributions, grants and contracts, or other revenue streams in order to achieve financial viability and to fund its academic endeavors adequately. (CFRs 3.1, 3.5, 3.7)

Saybrook lost approximately $705,000 for the period March 4, 2014 (date of the entered into the affiliation agreement with TCS ES) to May 31, 2014. Saybrook is projected to lose significant funds for three years before it expects to return to positive outcomes. According to the leadership, Saybrook will fund the losses through the cash and investments on hand as of May 31, 2014 (approximately $6 million) that it expects to cover the projected losses for the next three years. If the internal cash and investments are not sufficient TCS ES has an unused $15 million line of credit at a third-party banking institution that is available to fund the losses until Saybrook is able to repay any borrowings under the line of credit. Saybrook is specifically named in a Joinder Agreement with the banking institution. The Joinder Agreement evidences Saybrook as a Borrower. The financial viability is assured to the extent that TCS ES is willing to fund the losses until Saybrook is able to turnaround its operations and repay the operating losses incurred prior to becoming profitable. A review of the draft footnote 8 (Debt and Capital Lease Obligations) for TCS ES, May 31, 2014 financial statements, indicates that there were no borrowings as of May 31, 2014 and 2013.

Saybrook entered into the agreement with TCS ES because it appears that was the only way it could favorably resolve its financial stability issues. If Saybrook had not affiliated with TCS ES, it is possible that it would not have been able to survive financially.
The affiliation has given the institution a lifeline and an ability to survive and for the time being to put into place a new plan for its continued growth and existence.

The budget for AY 2014-15 was approved by the Board of Trustees (CFR 3.8) and reflected a loss of approximately $900,000. Saybrook is not expected to meet its budgeted enrollment for AY 2014-15. That enrollment goal miss increased the expected loss to almost $2 million, before implementing cost savings. Saybrook’s budget is currently being recast to reduce the projected losses caused by shortfall in the previously anticipated fall 2014 enrollment.

Stability of the leadership team is critical at this juncture. Most members of senior management are new to the university since the last visit. (CFR 1.3) The corporate leadership is new to Saybrook as well, although the TCS ES leadership has an in-depth understanding of the nature of the institution and its challenges. This is compounded by a newly appointed president and recently announced planned departure of the provost, resulting in new members of the institution’s executive team at a most important time in its history. The issue of stable leadership has been a recurring theme in past reviews of Saybrook. Every effort needs to be made by the board and the university to bring stability to senior leadership positions.

Saybrook is a heavily tuition dependent institution with tuition representing approximately 90% of revenues. (CFR 3.5) It is important to supplement tuition revenue and to reduce almost total dependence upon tuition revenues. But with most of its revenue coming from tuition, enrollment management is critical to the financial stability of Saybrook. (CFR 3.5) The enrollment management function now reports directly to the president (previously it reported to the provost). The change of reporting took place within
the past year. The ongoing issue of enrollment planning is one of greatest importance for the new institutional leadership. While the institution has become quite nimble and able to recast its budget mid-year, cost cutting measures can only go so far in stabilizing the long-term financial health of the institution.

The strategic plan identifies growth in non-tuition revenues as a priority (CFR 3.5). Saybrook has fundraising goals. Without a development office, the president is primarily responsible for fundraising. At the time of the 2014 visit, contributions raised during 2014 were approximately $50,000. To help secure financial stability, the Saybrook president will need to continue the work in establishing and building relationships with the alumni, the community at large, foundations and other philanthropic organizations. (CFR 3.5) The incoming president indicated that fundraising will be one of his four strategic priorities with an emphasis on major gifts, foundations, state and local grants. The team recommends that the issue of financial sustainability, along with its partner issue of enrollment success, receive the highest level of attention to resolve this long-term and ongoing issue.

**Conclusion:** Saybrook's financial situation remains fragile, requiring careful management. (CFR 3.5) The team believes that the leadership is very aware of the financial circumstances of the institution and knows there is an urgency to grow enrollments and secure greater financial health. The team also believes that there is a significant amount of capability in all the key players involved in managing the financial aspects of the institution – the board, president, and the vice presidents. In addition, the affiliation with TCS ES is the key to the financial survival of Saybrook and that newly formed relationship seems to be very strong and will bring significant benefits to Saybrook.
**Issue: Enrollment Management**

Since Saybrook is heavily dependent on annual tuition revenue to fund operations, a strategic enrollment management effort is critical to the future success of Saybrook. Enrollment growth has been identified as a priority in the previous strategic plans and continues to be a critical initiative. While the tactical functions are often distributed across the institution and every member of the campus community must engage in the success of its students, more successful enrollment management efforts are led by a single, executive level position to provide the vision, strategy, and tactics that connect academic offerings to the financial goals of the institution through the use of market research, data, and student-centric intervention to insure new student enrollment goals are set and met and enrolled students are retained.

**Conclusion:** Saybrook is well aware of the need to grow its enrollment. The team recommends that Saybrook consider a strategic enrollment operation, reporting at the senior-most level within the college and in collaboration with the support offered by the TCS ES shared services agreement, to develop a comprehensive enrollment management plan, with the appropriate resources, staffing, and metrics that bridges the institution’s academic and financial goals.

**SECTION III. FINDINGS AND RECOMMENDATIONS**

As a result of its interviews and review of the evidence, the team commends the Saybrook community for the following:
1. The team commends the perseverance of the administration, faculty and staff for their successful work in moving through significant changes during such a critical time. The team recognizes that any one of the changes faced by Saybrook in the past six months would be enough to challenge the strongest organizational culture, but to undergo changes like the organizational consolidation with TCS ES, implementing a number of new technology systems, reconstituting the board, eliminating long-standing staff positions, preparing for a shift in key senior leadership roles, moving its facilities to Oakland from San Francisco location, and to endure a WSCUC visit during this same time period is truly remarkable.

2. The team commends the Saybrook and TCS ES communities on the new governance and business model for Saybrook University, as a member of the TCS ES community. This model is both innovative and of high quality. During the tumult of the current higher education climate, this relationship has defined a new way to do business that is highly respectful of the individuality of the institution, while providing support and stability to insure institutional success. First and foremost in that model is the alignment of mission between the two organizations as a central tenant of the decision to come together. That alignment based on “a commitment to professional practice and community” is demonstrated through the implementation of the affiliation.

3. The team commends board members and administration for their efforts to insure a smooth transition of board level governance to support the success of the affiliation between Saybrook and TCS ES. In regards to board governance, the team was greatly impressed with the demonstrated interconnectedness and intentionality of
structure and commitment of both the Saybrook and TCS ES boards. The recent work of the two boards has resulted in transparent engagement by all board members with clear definition of delegation, authority and responsibilities between the two boards, inter- and intra-board communication, and transparency of their for the campus community and the team.

The team has also identified areas that require the institution’s attention and further development:

1. The team was heartened by the incoming president’s awareness of the challenges facing Saybrook and his inclusive approach to address those challenges. It will be imperative for the Saybrook community and the president-designate to find a balance between inclusive engagement and speed with a high degree of urgency. Any decisions regarding the newly evolved Saybrook University on such issues as program development and prioritizations should be through more than an expression of good will. For the continued success of the institution, these efforts must also be evidence-based. Optimism alone will not answer the critical issues of institutional sustainability that Saybrook University currently faces. The team recommends the careful use of evidence and purposeful action based on a shared strategic direction and action agenda to address Saybrook’s challenges. (CFRs 4.1, 4.3, 4.6)

2. The team found great assurance in the possibility of the line of credit, as a safety net until financial stability is achieved, which is now available through the affiliation with TCS ES. This assurance greatly reduces the level of concern felt by the team. Make no mistake, however, the financial position of the institution can only be seen
as fragile. Until more stable financial footing is found, ongoing careful management and responsiveness will be required to insure the future fiscal strength of the institution. The team recommends that the issue of financial sustainability, along with its partner issue of enrollment success, receive the highest level of attention to resolve this long-term and ongoing issue. (CFR 3.4)

3. Central to the financial stability of any college or university, particularly those that are heavily dependent on annual tuition revenue to fund operations, is a strategic enrollment management effort. While the tactical functions are often distributed across the institution and every member of the campus community must engage in the success of its students, more successful enrollment management efforts are led by a single, executive level position to provide the vision, strategy, and tactics that connect academic offerings to the financial goals of the institution through the use of market research, data, and student-centric intervention to insure new student enrollment goals are set and met and enrolled students are retained. The team recommends that Saybrook consider a strategic enrollment operation, reporting at the senior-most level within the university and in collaboration with the supports offered by the TCS ES shared services agreement, to develop a comprehensive plan that bridges the institution’s academic and financial goals. (CFR 3.4)