REPORT ON THE STRUCTURAL CHANGE SITE VISIT

California Institute of Integral Studies
In the case of the merger with American College of Traditional Chinese Medicine

September 22, 2014

Reviewers:

Margaret T. Bailey, Chair,
Vice Provost and ALO, Point Loma Nazarene University

Steven Novak, Director of Institutional Research,
Irell & Manella Graduate School of Biological Sciences at City of Hope

The reviewers conducted their review and evaluated the institution under the 2013 Standards of Accreditation and prepared this report containing their collective evaluation for consideration and action by the institution and by the WSCUC Senior College and University Commission (WSCUC). Formal action 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

A. Description of Institution and the Proposed Change

Background Information

California Institute of Integral Studies began in the 1950s as the vision of Stanford Professor, Frederick Spiegelberg, to form a new graduate school in San Francisco. Dr. Spiegelberg invited Haridas Chaudhuri to join him and Alan Watts to form the new American Academy of Asian Studies. When he arrived in San Francisco in early 1951, Dr. Chaudhuri, along with his wife Bina, co-founded the Cultural Integration Fellowship (CIF) to promote intercultural understanding and harmony, nonsectarian universal religion, and creative self-development and self-fulfillment. In 1968, Dr. Chaudhuri founded an educational branch as an outgrowth of the Cultural Integration Fellowship, and then in 1974 this branch was incorporated as the California Institute of Asian Studies. In 1980 the Institute was renamed the California Institute of Integral Studies (CIIS). CIIS was granted WSCUC candidacy in 1974 and received initial accreditation in 1981.

According to its mission, CIIS “strives to embody spirit, intellect, and wisdom in service to individuals, communities and the Earth. The Institute offers interdisciplinary, cross-cultural, and applied studies in psychology, philosophy, religion, cultural anthropology, transformative studies and leadership, integrative health, women's spirituality, counseling, community mental health, and the arts.” CIIS currently has three schools: School of Undergraduate Studies, School of Consciousness and Transformation, and School of Professional Psychology and Health. The educational offerings have evolved to include a bachelor’s degree in Interdisciplinary Studies, eight master’s degrees, five research doctorates, and one professional doctorate. CIIS has approximately 1,300 students which includes 6% undergraduate, 55% masters and 39% doctoral students.

The structural change under consideration is the merger of CIIS and the American College of Traditional Chinese Medicine (ACTCM) where ACTCM will become the fourth school within CIIS and the CIIS Board of Trustees will be the sole remaining Board. ACTCM was founded in 1980 and began its relationship with CIIS in 2005, with a loose affiliation including their collaboration to develop a public program and cross-training with students. ACTCM has a graduate population of about 250 students and offers both the Master of Science in Traditional Chinese Medicine (MSTCM) degree program as well as a clinical Doctorate in Acupuncture and Oriental Medicine (DAOM) degree which are both accredited by the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM). The U.S. Department of Education recognizes ACAOM as an accrediting agency for the field of acupuncture and Oriental medicine.

Relevant Accreditation History

The following is the institution’s recent accreditation history, leading up to this Structural Change Reviewers’ visit. Accreditation history begins with the Commission action since the last institutional review. The Commission action that most impacts the merger decision is the recent Interim Approval of two new doctoral programs contingent on the Commission approval of the merger.
Commission action, 6/20/08: 1) Receive the Educational Effectiveness Review report; 2) Reaffirm accreditation; 3) Schedule the Capacity and Preparatory Review in spring 2016 and the Educational Effectiveness Review in fall 2017. The Institutional Proposal will be due in spring 2014; 4) Request an Interim Report due in spring 2012, on financing of the building, improvement of the financial health of the institution, and progress on diversity and Educational Effectiveness.

Interim Report Committee Action, 7/6/12: Accept the interim report requested in June 2008.

In line with the new accreditation process, the previously scheduled CPR and EER visits have been changed to an Offsite Review and an Accreditation Visit one year later. The proposal review process has been dispensed with.

Substantive Change Committee Action: At its February 28, 2013 conference call meeting, the panel of the Committee acted to Not Accept the following proposal: PhD Human Sexuality (new degree).

Substantive Change Committee Action: At its June 12, 2013 conference call meeting, the panel of the Committee acted to grant Interim Approval of the following resubmission proposal: PhD Human Sexuality (new degree).

Substantive Change Commission Approval: On June 21, 2013, the Commission acted to grant Final Approval of the following proposal: PhD Human Sexuality (new degree).

Following discussion with the institution, the OSR will now take place in spring 2016 and the AV in fall 2016.

Substantive changes have been granted Interim Approval contingent on the Commission’s approval of the merger: Doctorate of Acupuncture and Oriental Medicine (new degree program) and Doctorate of Acupuncture and Chinese Medicine (new degree program).

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 substantive change under consideration is a structural change involving the merger of CIIS and ACTCM where the surviving entity will be CIIS. Pending WSCUC approval, ACTCM will merge into CIIS and be the disappearing corporation effective July 1, 2015. All assets, property, rights and powers will be vested in the final surviving corporation. The officers of the surviving corporation shall be the current trustees of CIIS and the retained trustees of ACTCM who will become CIIS trustees.

The CIIS Board will include three members of the current ACTCM Board. These trustees will also serve to oversee the investments of the funds formerly held by ACTCM as its reserve funds. These reserve funds will become designated funds and used for purposes of the ACTCM constituent college. The definitive agreement states, “Effective upon merger, ACTCM’s reserve account will be held by and under the control of the CIIS Board of Trustees, in an identifiable account, understanding that this account shall be applied for purposes related to the College, including but not limited to capital expansion; program development transition costs; budget deficits; student scholarships; and/or administration or overhead expenses attributable to the College's operations in the judgment of CIIS Board of Trustees, or to be used
Francisco, mainstream. The institution more of a health sciences center; students at ACTCM emphasized that they about the proposed merger.

Students at each institution had strong academic backgrounds and often work experience. (Appendix A)

CIIS provided to reviewers also examined the advance of the meeting, in reviewing suggestions for the visit schedule. The reviewers met separately with the CIIS and ACTCM Academic Vice Presidents, staffs, faculty, and students. (Appendix A: Visit Schedule)

The reviewers agreed on the main issues under consideration and met during the visit for an organizational meeting. The reviewers were able to meet with all of the key parties involved in the merger from both CIIS and ACTCM in order to explore the issues identified for the visit. The day’s activities on Monday, September 22, 2014, included meetings with the CIIS and ACTCM Board of Trustees, Presidents, Academic Vice Presidents, staffs, faculty, and students. (Appendix A: Visit Schedule)

The reviewers met separately with five students from CIIS and four students from ACTCM. Students at each institution had strong academic backgrounds and often considerable work experience. Students at each institution realized that they have responsibility for identifying their future career and marketing themselves. Students were highly enthusiastic about the proposed merger. Students at CIIS emphasized that the proposed merger would make the institution more of a health sciences center; students at ACTCM emphasized that they would be pioneers in bringing acupuncture and oriental medicine into the academic mainstream.

The visit was hosted by the CIIS campus in the morning at 1453 Mission Street, San Francisco, and in the afternoon on the ACTCM campus a few miles away. The visit was well

to fund the operations of the acupuncture and Chinese medicine programs in the event of and subsequent to a CIIS decision to cease operating the College,…” (Definitive Agreement for the Merger of American College of Traditional Chinese Medicine into California Institute of Integral Studies, August 7, 2014, pages 5 and 6)

Following the merger, ACTCM President, Lixin Huang, will become CIIS Vice President of China Projects and the Executive Director of ACTCM. Dr. Bingzeng Zou, the current ACTCM Vice President for Academic Affairs, will serve as the Academic Dean of the newly formed ACTCM constituent college under CIIS Academic Vice President, Dr. Judie Wexler. The CIIS Board of Trustees stated that personnel reductions will come as a result of positions being vacated by natural attrition and at that time shall be reviewed and may be restructured or eliminated.

B. Description of the Review Process

The WSCUC reviewers served on the original substantive change panel and have worked with CIIS and ACTCM since the original submission in summer 2014. Members reviewed the submission, along with all relevant correspondence, reports, and documents, in preparation for the visit. Working with the ALO, the reviewers developed an agenda for the day-long visit designed to verify institutional capacity for the merger as well as the alignment of the two institutions that has taken place in preparation for the merger. The areas under review include but were not limited to: governance, strategic considerations, financial capacity, enrollment management, students and faculty.

The reviewers prepared for the Structural Change visit according to a standard visit protocol. The institutional report was received well in advance of the visit. The reviewers conducted a conference call and followed-up with additional communication to prepare an initial plan of approach. The reviewers’ chair had a follow-up call with the CIIS ALO, reviewing suggestions for the visit schedule. The reviewers did extensive preparation in advance of the meeting, including analysis of the evidence made available electronically. The reviewers also examined the CIIS and ACTCM websites, catalogs, and other documentation provided to WSCUC.

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The visit was hosted by the CIIS campus in the morning at 1453 Mission Street, San Francisco, and in the afternoon on the ACTCM campus a few miles away. The visit was well
organized and presented a full assessment of the changes anticipated with the merger as well as the current situation and issues leading up to the merger. CIIS and ACTCM leadership, staff, faculty and students grasp the importance and complexity of the merger, and successfully addressed the issues of the WSCUC reviewers with an in-depth and transparent analysis, particularly those issues related to governance, strategic planning, financial sustainability, enrollment management, student support services (e.g. registrar, admissions, and technology), and faculty. The supporting documentation was presented electronically and it was well organized. The WSCUC reviewers 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 the WSCUC Commission letter of August 26, 2014, and issues they explored during their site visit on September 22, 2014. The issues noted below are in the broad categories of: governance, strategic planning, financial sustainability and faculty. Questions addressed in each area are listed below, followed by commentary.

A. Governance (CFRs 1.8, 3.6-3.9 and 4.6)

The reviewers addressed the following questions during the site visit:

1. The reviewers asked the Trustees from CIIS and ACTCM to describe their deliberations in the initial consideration of the merger, including why and how the merger conversation began.
2. Discuss the due diligence conducted in consideration of the merger.
3. Discuss what the Trustees see as the risks and worse case scenario, as well as the benefits and best case scenario. They were asked, “What could go wrong?”
4. Describe how the two boards will merge in terms of governance and committee structure. What work have they undertaken together leading up to the merger? What steps will be taken to transition the new board members into the reformed CIIS Board?

Comments

The Definitive Agreement for the merger calls for three members of the ACTCM board to join the CIIS board for a three-year term and for other ACTCM board members who want to remain involved with the post-merger CIIS to participate in the President’s strategic advisory committee. Representatives of each board stressed that the three board members would not be representing the interests of ACTCM but the broader CIIS institution, and no one expressed concerns that the interests of ACTCM would not be fully supported by the board.

The reviewers found members of each board to be well informed, highly engaged, with excellent skills, appropriate background experience, passionate about the missions of their institutions, and optimistic about the potential synergies created by the proposed merger. Members of the two boards have already held many high-level discussions, and the presidents have served on each other’s boards for two years. The team pushed members of the board to
imagine what risks or difficulties might arise during and after the proposed merger. Each board has spent a long time deliberating the proposed merger and each felt confident that the other board has been open and transparent in the process, and that there will be no “surprises.” Each board expressed optimism about how the proposed merger would strengthen the two institutions and confidence that with good will they could iron out any wrinkles that arose in the plan.

B. Strategy (CFRs 1.8, 3.4-3.8, and 4.7)

The reviewers addressed the following questions during the site visit:

1. Discuss the CIIS and ACTCM strategic planning processes and assumptions going into the merger. It is noted by the reviewers that ACTCM has a very aggressive strategic plan and is further in its development than CIIS. How will the two plans and planning processes be merged?
2. Describe how the relationship between CIIS and ACTCM began, the initiation of the merger discussion, and mission alignment between CIIS and ACTCM.
3. What is the strategic value of ACTCM to the future of CIIS? What various alternatives have been envisioned for the ACTCM and CIIS relationship?
4. What gains in synergy can occur from the CIIS and ACTCM merger both strategically and operationally?
5. How will the merger add value to and support the educational purposes and create opportunities for students?
6. Analysis of the operational requirements in the area of IT, registrar, admissions, enrollment management, student support services, library, etc.

Comments

CIIS and ACTCM have been collaborating since 2005 on issues of shared interest and over the past year they have been in discussions and conducting their due diligence leading up to the merger. During this timeframe, the leadership, governing boards, faculty and staff have carefully examined each impacted area of their respective institutions and the best way to optimize efficiencies. The WSCUC reviewers were impressed with the full range of discussion and the due diligence that has been undertaken to ensure a smooth transition. It was concluded that both CIIS and ACTCM will benefit from the merger and both will experience some improvements to current operations.

CIIS will be able to enhance the capacity and sustainability of ACTCM through the merger in staff operations, improved technology, and faculty development. ACTCM will bring expertise to CIIS in the areas of strategic planning, operation of a medical center, and long term relationships with the Chinese community. The reviewers questioned at length how the two different strategic plans will be merged. The CIIS President acknowledged that ACTCM was further into their strategic planning process and this could help to inform CIIS as it continues its development of the post-merger strategic plan. The CIIS Board noted that there are overlaps in the future directions indicated by both plans because of the clear alignment of the mission and values of both institutions.

ACTCM initiated the discussion on the merger as part of its strategic plan. Currently,
ACTCM is professionally accredited in the single discipline of Chinese medicine acupuncture. This leaves the school vulnerable to enrollment trends in a very narrow niche market. However, to expand programs they must either seek WSCUC accreditation or affiliate with another educational institution with regional accreditation. ACTCM Board and leadership have been considering these options for some time and while they have been approached by other institutions, their long term association with CIIS led them to the conclusion that the alignment of missions, vision, and core values was strongest between CIIS and ACTCM. In addition, the presidents of both institutions have forged a strong relationship through shared board membership and had a deep understanding of the culture and strategic vision of both institutions.

While ACTCM is further along in the development of a strategic plan, the ACTCM President noted that the current plan is very comprehensive and has stretch goals that should be narrowed and reevaluated. Both presidents and boards noted that the future strategy will be the fiduciary responsibility of the post-merger CIIS Board, and that the post-merger CIIS Board will be informed by the work of the prior ACTCM Board and leadership. CIIS President noted the excellent quality of planning within ACTCM and believes this could bring development opportunities to CIIS planning processes. It was also noted the benefit derived from both presidents serving on each other’s boards and this has given them an opportunity to help shape the strategies of both institutions.

The reviewers concluded that while both institutions have done excellent work in strategic planning, they still face significant challenges in forging a unified strategic plan and planning processes. However, the reviewers noted that both boards have been fully engaged in the process and are clearly committed to the success of the merger and future of the institution. It was also noted that both boards are well balanced and have functioning committees which bring excellent experience and skills in the execution of their fiduciary responsibilities and oversight of the strategic planning processes.

C. Financial Sustainability (CFRs 3.4-3.6)

The reviewers requested the following of the institution during the site visit:

1. The challenges of merging the two financial policies, procedures, and statements including the balance sheet, chart of accounts, statement of activities, fiscal years, and audits, etc.
2. Employee costs and issues around combing employee benefits, equity in salaries, facilities, etc. The challenges of restructuring staff, rewriting job descriptions, and reporting relationships.
3. It was noted that there are no financial exigencies leading to the merger. The challenge coming from the commitment of CIIS Board to not reduce staff or salaries as a result of the merger but to gain efficiencies through attrition over time.

Comments

CIIS and ACTCM are both financially stable with strong balance sheets. CIIS has experienced a six percent (6%) decline in revenue from 2012 to 2013, and had a negative net income in 2013 ($386,412). In addition, CIIS experienced negative net cash from operating
activities of ($1,488,756) in 2013, and had cash and cash equivalents at the end of the year of $3,110,119. The CIIS balance sheet has a 4% decline in asset value for 2013, with assets at $25,269,254. In 2013 net assets decreased from $7,013,752 to $6,627,340. CIIS carries a note payable on the physical plant of $13,741,773 (2013). CIIS President told the reviewers that the Institute conducted a recent valuation of the San Francisco building on Mission Street, and noted the facility has appreciated in value to $30,000,000, nearly twice the original purchase price. The Institute has an approved facilities master plan and has completed the library renovation and is now renovating the street level reception area.

| California Institute of Integral Studies (period ending 6/30) |
|-----------------|--------|--------|--------|--------|
|                 | 2013   | 2012   | 2011   | 2010   |
| **Total Revenue** | 24,279,541 | 25,803,528 | 24,498,748 | 22,027,269 |
| **Total Expenses** | 24,665,953 | 24,734,045 | 23,220,471 | 21,765,790 |
| **Change in net assets** | (386,412) | 1,069,483 | 1,278,277 | 261,479 |

ACTCM experienced an increase (8%) in revenue for 2013 and a positive net income of $296,584, which is $104,137 over the previous year’s (2012) increase in net assets. ACTCM rents its facilities and does not have long term debt. At the end of the fiscal year, September 30, 2013, ACTCM had $2,270,685 cash and a total asset value of $3,525,846 which represented a thirteen percent (13%) increase over the previous year.

| American College of Traditional Chinese Medicine (period ending 9/30) |
|-----------------|--------|--------|--------|--------|
|                 | 2013   | 2012   | 2011   | 2010   |
| **Total Revenue** | 5,142,995 | 4,742,842 | 4,872,708 | 4,462,067 |
| **Change in net assets** | 296,584 | 192,447 | 184,321 | 124,600 |

The most significant challenge faced by both institutions is in the area of enrollment management. Like many universities, both institutions have experienced downward pressure on enrollment. CIIS has strong enrollment and marketing teams and has been able to maintain stable enrollment around 1,300 students. ACTCM on the other hand has experienced a significant decline in enrollment over the last two years. This downward pressure on ACTCM’s enrollment has added to the urgency for ACTCM to add to their portfolio of program offerings. However, without regional accreditation ACTCM is limited to the very narrow market niche of acupuncture, which is ACTCM’s only US Department of Education approved professionally accredited discipline where they have to access Title IV financial aid.
In addition, many of ACTCM’s courses require clinical observation and are not suited for online pedagogy. This requires students to move to San Francisco, one of the most expensive cities in the country.

The CIIS and ACTCM boards and leadership will need to continue monitoring the finances with particular attention given to enrollment management.

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

The review reviewers requested the following of the institution:

1. The CIIS Academic Vice President has met individually and collectively with the faculty. What is her assessment of the readiness of the CIIS and ACTCM faculty for the merger?
2. What faculty governance challenges have been considered and addressed? How are personal connections among CIIS and ACTCM faculty being made and how would the Academic Vice President characterize these initial efforts?
3. How will the ACTCM faculty participate in faculty governance? Does the ACTCM faculty understand the higher education governance and structure?
4. How will CIIS harmonize the ACTCM promotion and tenure policies, faculty handbook, committee structure, administrative services, etc.?

Comments

A major difference between CIIS and ACTCM is the types of faculty members. CIIS has a more traditional faculty, with approximately 70 core faculty members of whom 56 are full-time and 14 are half-time and about 100 adjunct faculty. ACTCM has a more clinical faculty found in medical schools, with 3 full-time, 6 half-time, and 46 adjunct faculty. One of the challenges arising from the proposed merger will be creating common academic policies and procedures for the two faculties regarding expectations, teaching load, performance review, salary scales, and faculty development. The ACTCM Strategic Plan 2020 has the goal of developing and implementing “a new faculty staffing model for full-time and part-time faculty and a new faculty ranking, evaluation, and compensation plan,” including professional development, shared governance, and improved salaries and benefits.

The team met separately with 5 faculty members from CIIS and 5 from ACTCM. Faculty members from both institutions applauded leaders for frequent, open communication. Faculty members from both institutions had voted overwhelmingly to approve the merger. Faculty members from CIIS observed that ACTCM faculty would bring scientific and medical expertise. Faculty members at both institutions spoke of the proposed merger as uniting soma and psyche and anticipated opportunities for collaborative research projects. ACTCM faculty anticipated that the merger would give them greater access to library and technical resources. CIIS faculty hope to make use of the ACTCM director of research, while ACTCM faculty hope to make use of the CIIS institutional review board and grant writer.
SECTION III – Commendations, Recommendations, and Conclusions

A. Commendations
The reviewers commend California Institute of Integral Studies for the following:

1. The attention to thoughtful planning and communication at every level of CIIS and ACTCM. The WSCUC reviewers were impressed by the due diligence that has gone into reviewing all aspects of the merger and preparing the key stakeholders and communicating the benefits and challenges of the merger.

2. The careful attention given to the challenges of merging the two systems. It was apparent to the WSCUC reviewers that CIIS and ACTCM administration, faculty and staff are eagerly looking forward to the changes and have been fully engaged in the success of the merger.

3. The cooperative spirit, thoughtful consideration and strategic preparation for the merger, and transparency of communication evidenced by both governing boards and executive leadership.

B. Recommendations

1. Strategic Planning. (CFRs 3.4, 3.9, 4.6, 4.7) It is recommended that CIIS Board and ACTCM leadership build on the excellent strategic planning processes already begun at both institutions by working toward a post-merger strategic plan incorporating the two current planning processes and priorities. While ACTCM is further in the development of their strategic plan, it is recommended that the plan be reevaluated by both boards with a view toward the post-merger context.

2. Faculty. (CFRs 3.1, 3.2, 3.3, 3.10) It is recommended that the CIIS and ACTCM academic leadership continue their work in integrating the ACTCM faculty into the governance, higher education culture, academic personnel policies, and faculty development activities of CIIS and as soon as possible to align salaries and benefits. In addition, special consideration should be given to ACTCM faculty in the areas of LMS technology and other issues around currency in pedagogy.

C. Findings

Overall, CIIS and ACTCM presented strong evidence of their transparency and ability to address WSCUC standards and concerns for all aspects of the planned merger. Since beginning to work toward the merger, CIIS and ACTCM have demonstrated a strong commitment to a successful merger that will strengthen CIIS and ACTCM. This includes engagement of the governing boards, administrative leadership, student support services, faculty, and students.

In conclusion, the WSCUC reviewers believe that both institutions demonstrate a commitment and resources to successfully complete and solidify the merger while giving specific attention to providing students with additional opportunities and services. It is the recommendation of the WSCUC reviewers that the WSCUC Commission approve the CIIS and ACTCM merger.
## Appendix A
### One-Day Visit by WSCUC

#### Sunday, September 21, 2014

<table>
<thead>
<tr>
<th>ETA</th>
<th>Maggie arrives SF Airport</th>
<th>Steven arrives SF Airport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check-in, Hotel Whitcomb, 1231 Market Street, San Francisco</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:00 PM</td>
<td>Maggie and Steven meet in the lobby to walk to dinner</td>
<td></td>
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</tbody>
</table>

#### Monday, September 22, 2014

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 AM</td>
<td>Breakfast</td>
</tr>
<tr>
<td></td>
<td>Maggie Bailey</td>
</tr>
<tr>
<td>8:00</td>
<td>CIIS President Joe Subbiondo</td>
</tr>
<tr>
<td>8:30</td>
<td>ACTCM President Lixin Huang joins</td>
</tr>
<tr>
<td>9:00</td>
<td>CIIS President Joe Subbiondo, ACTCM President Lixin Huang joined by</td>
</tr>
<tr>
<td></td>
<td>CAO Judie Wexler and CAO Bingzeng Zou</td>
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<tr>
<td>9:45</td>
<td>Enrollment Management: Admissions, Communications, and Financial Aid</td>
</tr>
<tr>
<td></td>
<td>Student Support Services: Registrar, CFO, Technology, and Online Learning</td>
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<tr>
<td>10:30</td>
<td>CFOs and Directors Human Resources</td>
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<tr>
<td></td>
<td>CIIS Faculty; Library Director</td>
</tr>
<tr>
<td>11:15</td>
<td>Tour of CIIS</td>
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<tr>
<td>11:30</td>
<td>Students</td>
</tr>
<tr>
<td>12:00</td>
<td>CIIS Board Members w/Lunch</td>
</tr>
<tr>
<td>1:15</td>
<td>WSCUC Panel meet together to identify any follow-up questions</td>
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<tr>
<td>1:30</td>
<td>Depart for ACTCM; tour</td>
</tr>
<tr>
<td>2:00</td>
<td>ACTCM Board</td>
</tr>
<tr>
<td>3:00</td>
<td>ACTCM Students</td>
</tr>
<tr>
<td>4:00</td>
<td>WSCUC Panel meets together to identify follow-up questions, writing</td>
</tr>
<tr>
<td></td>
<td>assignments, and issues</td>
</tr>
<tr>
<td>4:30</td>
<td>Depart ACTCM for BART Station</td>
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</tbody>
</table>