

July 11, 2022

Dr. Lena Wilson
CEO/President Vista Del Mar Child and Family Services
Reiss-Davis Graduate School
3200 Motor Avenue
Los Angeles, CA 90034

Dear President Wilson:

This letter serves as formal notification and official record of action taken concerning Reiss-Davis Graduate School (RDGS) 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 Reiss-Davis Graduate School May 4, 2022. The Commission also reviewed the institutional report and exhibits submitted by Reiss-Davis Graduate School prior to the Special Visit and the institution's June 8, 2022 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Lourdes Brown, Chief Operating Officer and ALO; Jens Schmidt, Chief Academic Officer; Diane Duncan, Chief Financial Officer; Cecile Falk, Board Chair; Anahita Naficy, Board Member; Janet Ciriello, Board Member; and Geny Zapata, Board Member. 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) diversification of sources of revenue to ensure financial stability and sustainability; (2) student enrollment and retention consistent with the strategic enrollment management plan and that aligns with the budget plan; and (3) succession planning to include all leadership positions.
2. Issue a Formal Notice of Concern
3. Schedule a Special Visit in fall 2024 to address all requirements in this letter
4. Schedule an Interim Report to be submitted by November 1, 2022 to address all requirements in this letter

The Commission commends Reiss-Davis Graduate School in particular for the following:

1. Openness to embracing a culture of continuous improvement.
2. Evolving strong shared governance and articulated guiding principles.
3. Inclusive cross campus participation in preparation for the visit.

4. Commitment to the Reiss-Davis Graduate School mission by the board, faculty, staff, and students.

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

1. Prioritize hiring senior leadership to ensure effective attention to development of plans for a sustainable future for RDGS. (CFR 3.8)
2. Clarify, revise, and align the Vista Del Mar and RDGS board bylaws to ensure appropriate institutional decision-making authority regarding hiring and evaluating senior leadership. (CFR 3.9)
3. Aggressively focus on the stand-alone financial sustainability of RDGS by:
 - a. balancing annual revenue and expenses without undue reliance on external contributions. (CFR 3.4)
 - b. developing a three-year budget of revenue and expenses aligned with realistic and evidence-based enrollment projections. (CFR 3.4)
 - c. addressing projected deficits through financial contingency plans that have been approved by VDM and RDGS Boards. (CFR 3.4)
4. Create and implement an action plan to diversify revenue sources through non-tuition channels including fund-raising and government resources. (CFR 3.4)
5. Develop and implement effective evidence-based recruitment and retention strategies including affiliation agreements and MOUs to create enrollment partnerships. (CFR 3.4)

A Formal Notice of Concern provides notice to the institution that, while it currently meets WSCUC Standards, it is in danger of being found in noncompliance with one or more Standards if current trends or findings continue. In the case of Reiss-Davis Graduate School, Standard 3 is in danger of being found out of compliance, in particular CFRs 3.4, 3.8, and 3.9 related to financial sustainability, institutional leadership, and board bylaws, respectively. Institutions issued a Formal Notice of Concern are scheduled for a Special Visit within four years. If the issues are not addressed within four years, a sanction could be imposed as described in the 2013 Handbook of Accreditation. A Formal Notice of Concern is public information and will be posted on the WSCUC website.

In accordance with Commission policy, a copy of this letter is being sent to the chair of Reiss-Davis Graduate School's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the Reiss-Davis Graduate School'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 Reiss-Davis Graduate School 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/so

Cc: Phillip Doolittle, Commission Chair
Lourdes Brown, ALO
Cecile Falk, Board Chair
Members of the Special Visit team
Susan Opp, Vice President