

March 9, 2018

Dr. Sally Cassidy, Chief Executive Officer
Director of Institutional Research
Institute of Contemporary Psychoanalysis
10780 Santa Monica Blvd., Suite 350
Los Angeles, CA 90025

Dear Dr. Cassidy:

This letter serves as formal notification and official record of action taken concerning the Institute of Contemporary Psychoanalysis (ICP) by the WASC Senior College and University Commission (WSCUC) at its meeting February 16, 2018. This action was taken after consideration of the report of the review team that conducted the Seeking Accreditation Visit 1 to ICP December 7-9, 2018. The Commission also reviewed the institutional report and exhibits submitted by ICP prior to the SAV1 and the institution's January 16, 2018 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues: Veronica Abney, ALO, and Celeste Birkhofer, Chair, Board of Directors. 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 Seeking Accreditation Visit 1 team report
2. Schedule a Seeking Accreditation Visit 2 in spring of 2019

Commendations

The Commission commends ICP in particular for the following:

1. Passion and commitment to the mission of the ICP permeate the institutional culture.
2. A high-quality faculty sustains the vision of the founders of ICP.
3. The institution has engaged in meaningful self-reflection and is open to external review and feedback as part of seeking WSCUC accreditation.
4. The Core Psychoanalytic Competencies are descriptive and well-articulated as Program Learning Outcomes and are an important and promising first step to assessment of student learning.
5. Investment in a data platform demonstrates a commitment to improving operational effectiveness and developing institutional research capacity.

The Commission identified the following issues for further development:

Standard 1: Defining Institutional Purposes and Ensuring Educational Objectives

The Commission finds that ICP has demonstrated evidence of compliance with Standard 1 at a level sufficient for Candidacy. In order to achieve a level sufficient for Initial Accreditation, ICP will need to pay particular attention to the following CFRs:

- CFR 1.2 Regularly track indicators of student achievement and competency attainment at the institutional, program, and course level, as well make public retention and graduation metrics.

- CFR 1.6 Make visible the estimated total cost of the program, including tuition, analysis, and supervision.
- CFR 1.7 Review procedures to respond to candidates' concerns using private, confidential, neutral, and unbiased procedures.

Standard 2: Achieving Educational Objectives through Core Functions

The Commission finds that that the institution has demonstrated evidence of compliance with Standard 2 at a level sufficient for Candidacy. In order to achieve a level sufficient for Initial Accreditation, ICP will need to pay particular attention to the following CFRs:

- CFR 2.3 Course syllabi need to include course learning outcomes. ICP needs to indicate which core psychoanalytic competencies (CPC) are addressed in non-course requirements. Differences between learning outcomes for the PsyD and the certificate need to be clarified.
- CFRs 2.4 and 2.6 Develop and implement a plan to assess the core competencies in courses and non-course requirements. ICP needs to demonstrate continuous improvement based on assessment and analysis of student learning.
- CFR 2.7 Collect and analyze retention, persistence, and graduation rates. ICP needs to develop and implement a plan for program review, including the process and timeline for external reviews.
- CFR 2.9 and 4.3 Clearly identify and publish expectations for faculty that show the relationship among scholarship, teaching, and assessment. Develop guidelines for evaluation of faculty based on clear expectations.
- CFR 2.10 Formally assess student needs and campus climate. ICP needs to develop its institutional research capacity to systematically track, analyze, and make available aggregated and disaggregated data about student progress and achievement.
- CFR 2.11 Collect data about co-curricular events to assess and inform planning of future events.
- CFR 2.13 Conduct a fundamental re-evaluation of support services to determine appropriate services for candidates, including appropriate assignment for planning, providing, and evaluating student services

Standard 3: Developing and Applying Resources and Organizational Structures to Ensure Quality and Sustainability

The Commission finds that that the institution has not demonstrated evidence of compliance with Standard 3 at a level sufficient for Candidacy. In order to achieve a level sufficient for Candidacy or Initial Accreditation, ICP will need to pay particular attention to the following CFRs:

- CFR 3.1, 3.3, and 4.2 Develop and implement a staffing plan that can ensure operational effectiveness with particular focus on institutional research, enrollment management, and financial management.
- CFR 3.2 Review policies for evaluation of faculty, staff, and administration to establish a process consistent with best practices, including multiple sources of feedback, appropriate peer review, and clearly defined evaluative measures.
- CFR 3.4 Refine financial projections based on realistic enrollment projections and financial modeling that includes an examination of tuition rates at peer institutions, contingencies for fluctuations in enrollment, conservative grant estimates, and realistic projections of costs.

- CFR 3.5 Continue investment in technological resources for both administrative functioning and students' research and development.
- CFR 3.6 Develop observable performance metrics and evaluation processes for key leadership positions, including CEO and CFO.
- CFR 3.7 Clarify the decision-making roles and areas of accountability of the CEO, CFO, Board of Directors, and Board of Trustees.
- CFR 3.8 Appoint separate CEO and CFO positions with job descriptions, areas of accountability, and evaluation processes.
- CFR 3.9 Establish an independent Board of Trustees with clear roles and oversight and clarify its relationship to the Board of Directors.
- CFR 3.10 Create systems and structures to facilitate faculty development, integrate governance, coordinate assessment, and apprise faculty of institutional developments.

Standard 4: Creating an Organization Committed to Quality Assurance, Institutional Learning, and Improvement

The Commission finds that ICP has not demonstrated evidence of compliance with Standard 4 at a level sufficient for Candidacy. In order to achieve a level sufficient for Candidacy or Initial Accreditation, ICP will need to pay particular attention to the following CFRs:

- CFR 4.1 Develop and implement a plan for assessment of student learning. Develop the institutional capacity to collect, analyze, and interpret data to support planning, decision making, and reporting.
- CFR 4.2 Develop a dedicated institutional research function with a viable institutional research agenda to include student-level information on academic achievement, enrollment, and student satisfaction with a repository of data for decision-making.
- CFR 4.4 Engage in ongoing inquiry into the processes of teaching and learning, and the conditions and practices that ensure that the standards of performance established by the institution are being achieved.
- CFR 4.5 Involve stakeholders, including faculty, staff, students, and when formed, the Board of Trustees, in regular assessment of institutional effectiveness.
- CFR 4.6 Develop and operationalize a comprehensive strategic plan with a multi-year enrollment plan, realistic development plan, and multi-year operating budgets. Develop and implement a plan for monitoring and revising the strategic plan.

In keeping with WSCUC review protocols, the required subsequent review and Seeking Accreditation Visit 2 will focus specifically on those issues identified under each Standard (above) deemed to require additional development. (Please also reference the team report for additional context for the Commission's findings.) In keeping with WSCUC values, Institute of Contemporary Psychoanalysis 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 Institute of Contemporary Psychoanalysis's governing board in one week. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the Institute of Contemporary Psychoanalysis 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 Institute of Contemporary Psychoanalysis 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,



Jamienne S. Studley
President

JSS/mbg

Cc: Reed Dasenbrock, Commission Chair
Veronica Abney, ALO
Members of the Seeking Accreditation Visit 1 team
Mark Goor, Institutional Liaison, Vice President
Lori Williams, Visit Liaison, Vice President