

February 26, 2020

Peter Schultz  
Chief Executive Officer  
The Scripps Research Institute  
10550 North Torrey Pines Road, TRY-10  
La Jolla, CA 92037

Dear CEO Schultz:

This letter serves as formal notification and official record of action taken concerning The Scripps Research Institute (TSRI) by the WASC Senior College and University Commission (WSCUC) at its meeting February 14, 2020. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to TSRI September 17-19, 2019. The Commission also reviewed the institutional report and exhibits submitted by TSRI prior to the Offsite Review (OSR), and the supplemental materials requested by the team after the OSR. The Commission appreciated the opportunity to discuss the visit with your colleagues Phillip E. Dawson, Dean of Graduate Studies, and Dawn Eastmond, Director of Graduate Studies. 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 ten years
3. Schedule the next reaffirmation review with the Offsite Review in spring 2029 and the Accreditation Visit in fall 2029
4. Schedule the Mid-Cycle Review to begin May 1, 2025
5. Schedule a Progress Report to be submitted by October 1, 2024 to address all recommendations in this letter

The Commission commends TSRI in particular for the following:

1. TSRI has a clear, strategic focus to its plans and future directions. Faculty, staff and students understand the leadership's vision and view it as a strength of the institution. The Graduate Program lies squarely at the heart of TSRI's mission, building on and reinforcing the strength of the faculty and their research productivity and expertise.
2. TSRI has become a model of a multidisciplinary graduate program. Basic and translational research across multiple disciplines prepare graduates for a range of careers much broader than typical doctoral programs. The usual tension between discovery and application in science is a strength here, not a challenge.
3. Assessment and evaluation practices are widely embraced by the deans, faculty, and staff in the program and demonstrate nimble responsiveness to student and disciplinary needs. In an impressive cycle of organizational learning, these evaluation practices continue to evolve to better understand and adapt to student needs. These exemplary processes should be sustained and expanded as needs arise.

4. TSRI has a strong commitment to using data and evidence for decision making, supported by the Graduate Office and its institutional research function, which is well-developed and makes effective use of data analytics to communicate information to faculty and administrators.
5. The campaign to endow graduate fellowships is well-considered and appears poised for success. The campaign is widely viewed within the organization as a transformative opportunity. Focus on endowing the Graduate Program confirms the centrality of the program to the TSRI while at the same time preparing for even broader fundraising efforts.
6. There is widespread faculty participation in admissions, curriculum development, and professional development. The faculty have established feedback loops to rapidly respond to issues with the curriculum when they emerge, in order to maintain the world-class status of its doctoral program.
7. The institution is committed to increasing diversity across the organization, and has taken steps to recruit more women and underrepresented minorities. The leadership team's commitment to creating an inclusive, safe, and tolerant campus is evidenced by the resources, policies, and programs put in place to promote of this goal.
8. TSRI has made impressive strides in bicoastal integration. Progress had been made in creating a unified admissions process, integrating more Florida faculty into teaching and student advisory committees, and in integrating professional development and co-curricular activities across the campuses.

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

1. As TSRI develops plans to increase the size of its graduate program, careful thought should be given to the size and function of the supporting programs, such as the Graduate Office and the Career and Postdoctoral Office. These programs have become central to the development and success of the students. (CFR 3.1, 3.5.)
2. TSRI should continue to prioritize increasing diversity within the Graduate Program. The institution is encouraged to seek out and develop innovative practices used at other, similar institutions, to continue progress in this area. (CFRs 1.4, 2.10, 3.1.)
3. The Committee for Gender Parity and Faculty Engagement should continue its work, with the goals of evaluating and improving the cultural environment of the institute. TSRI should continue to build on its efforts begun under Title IX implementation to improve campus climate and “become the place where inclusion is a habit and equity is a priority.” (CFR 1.4.)
4. TSRI should expand activities to improve the sense of community for students, including more opportunities for faculty and students to engage outside the labs. (CFRs 2.10, 2.11.)
5. Bicoastal integration should remain a priority. TSRI should continue to explore initiatives to improve the quality of online learning, such as faculty training in online delivery, and

investing in technology to improve course delivery and student engagement. (CFRs 2.10, 3.5, 4.4)

6. Staffing levels in the area of philanthropy may be low by industry standards and relative to the Institute's fundraising aspirations. The team recommends continued efforts to sustain and expand the initial success of the endowment campaign. (CFR 3.1.)

In taking this action to reaffirm accreditation, the Commission confirms that TSRI 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, TSRI 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 TSRI's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the TSRI'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 TSRI 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/rco

Cc: Reed Dasenbrock, Commission Chair  
Philip Dawson, Dean, Graduate and Postdoctoral Studies  
Dawn Eastmond, ALO  
John Diekman, Board Chair  
Members of the Accreditation Visit team  
Richard Osborn, Retired Vice President, Staff Liaison at time of visit  
Susan Opp, Vice President