

July 20, 2018

Dr. Robert Cushman  
President  
Pacific Union College  
One Angwin Avenue  
Angwin, CA 94508-9797

Dear President Cushman:

This letter serves as formal notification and official record of action taken concerning Pacific Union College (PUC) by the WASC Senior College and University Commission (WSCUC) at its meeting June 27-29, 2018. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to PUC April 17-19, 2018. The Commission also reviewed the institutional report and exhibits submitted by PUC 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 you and your colleagues: Brandon Parker, Vice President for Financial Administration; Jennifer Tyner, Vice President for Student Life, Enrollment and Marketing; and, Marlo Waters, Associate Vice President for Academic Administration and Registrar. 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 eight years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2025 and the Accreditation Visit in spring 2026
4. Schedule the Mid-Cycle Review to begin May 1, 2022
5. Schedule an Interim Report to be submitted by November 1, 2019 to address progress with the building of a sustainable financial model, including 2018 and 2019 audit financial statements, and with the development of strategic enrollment management strategies and plan, including fall 2018 and fall 2019 enrollment
6. Schedule a Special Visit in fall 2021 to address
  - a. Financial sustainability
  - b. Continued positive faculty and staff morale
  - c. Enrollment results
  - d. Assessment of direct evidence of student achievement of WISDOM outcomes
  - e. Institution-wide, regularly scheduled performance reviews for all staff and administration
  - f. Structured professional development for faculty and staff

### **Commendations**

The Commission commends PUC in particular for the following:

1. Candor, transparency and responsiveness to the challenging issues facing the college.
2. The commitment to the college's mission and purpose.
3. A clear strategic planning process that invited multiple constituent voices and targeted the most pressing issues facing the college.
4. The commitment to improving campus morale through improved lines of communication and by providing venues for multiple voices to be heard.
5. Actively engaging the campus community and fostering a culture of collaborative decision-making.

### **Recommendations**

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

1. Build a financially sustainable budget model that will fund both short-term and long-term goals of the college. (CFR 3.4)
2. Develop and implement enrollment management strategies that attract and retain an appropriate number of students for long-term sustainability. (CFR 3.4, 3.7)
3. Expand initial efforts to develop and assess direct evidence to verify that graduates are achieving PUC's institutional student learning outcomes (WISDOM). (CFR 2.4)
4. Develop and implement institution-wide, regularly scheduled performance reviews for all staff and administrators. (CFR 3.2)
5. Demonstrate PUC's commitment to continuous improvement by providing structured professional development programs for faculty and staff. (CFR 3.3)

In taking this action to reaffirm accreditation, the Commission confirms that PUC has addressed the three Core Commitments and has successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. Between this action and the time of the next review for reaffirmation, the institution is encouraged to continue its progress, particularly with respect to student learning and success.

In accordance with Commission policy, a copy of this letter will be sent to the chair of PUC'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 PUC'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 PUC 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/mam

Cc: Reed Dasenbrock, Commission Chair  
Nancy LeCourt, ALO  
Bradford Newton, Board Chair  
Members of the Accreditation Visit team  
Maureen A Maloney, Vice President