

July 12, 2021

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 25, 2021. This action was taken after consideration of the report of the review team that conducted the Special Visit (SV) to PUC April 14-16, 2021. The Commission also reviewed the institutional report and exhibits submitted by PUC prior to the Special Visit, and the institution's June 8, 2021 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Bradford C Newton, Board of Directors Chair, Milbert Mariano, Vice President for Academic Administration and Academic Dean, Ralph Trecartin, incoming President, Brandon Parker, Vice President for Financial Administration, Gene Edelbach, Vice President for Marketing, Communication and Enrollment, Haley Wesley, Associate Vice President for Marketing, Communication and Enrollment, and, Maria Rankin-Brown, Associate Academic Dean and Accreditation Liaison Officer (ALO). 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 Special Visit team report
2. Continue a Formal Notice of Concern
3. Continue with the previously scheduled reaffirmation review with the Offsite Review in fall 2025 and the Accreditation Visit in spring 2026
4. Schedule a Progress Report to be submitted by November 1, 2021 to address:
 - a. the line of credit including draws against the line and any new letters of credit.
 - b. the written commitment of funding from the Pacific Union Conference.
 - c. PUC's budget to actual comparisons including enrollment results for fall 2021 and enrollment projections for fall 2022.
 - d. an updated cash flow report and analysis.
5. Schedule an Interim Report to be submitted by November 1, 2022 to address all the requirements listed in this letter

6. Schedule a Special Visit in fall 2023 to address compliance with Standard 3, particularly CFR 3.4, 3.5, 3.6, 3.7, 3.9 and 3.10, and address all the requirements listed in this letter

The Commission commends PUC in particular for the following:

1. Engaging candidly and transparently with WSCUC team members throughout the visit.
2. Moving with a sense of urgency regarding the college's financial sustainability by reducing operational costs and increasing efficiencies.
3. Demonstrating fortitude to ensure continued fidelity to the PUC culture and value system of the Seventh-day Adventist Church.
4. Demonstrating, through their faculty, a commitment to students during a period of unprecedented challenges including the COVID-19 pandemic, personnel reductions and fire evacuations.
5. Creating a more useful practice and process for assessing its WISDOM ILOs.

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

1. Review the efficacy of the Ad Hoc Turnaround Plan Advisory Committee in light of the evidence presented in the team report addressing appropriate board oversight. (CFR 3.6, 3.7 and 3.9)
2. Diversify board composition to add expertise in higher education and finance. (CFR 3.9)
3. Enhance the board's ability to meet its roles and responsibilities through training and development efforts for both new and continuing members. (CFR 3.9)
4. Secure written confirmation of funding commitments necessary to address operating deficits through the transition period to a balanced budget and eliminate deficits by FY24. (CFR 1.5 and 3.4)
5. Produce and implement a viable plan for repayment of outstanding debt. (CFR 1.5 and 3.4)
6. Meet student enrollment goals for recruitment and retention to generate sufficient net revenues and create a sustainable financial position. (CFR 3.4)
7. Improve regular communication and increase active collaboration between the PUC administration and faculty related to the development of curriculum and assessment of academic quality, including development of courses and programs for new locations and modalities. (CFR 2.4, 3.5, 3.10, and 4.7)

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. 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 will be sent to the chair of PUC's governing board. 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 Pacific Union College 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: Phillip Doolittle, Commission Chair
Bradford C. Newton, Board Chair
Members of the Special Visit team
Maureen A Maloney, Vice President