

March 6, 2020

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 Executive Committee of the WASC Senior College and University Commission (WSCUC) at its meeting February 26, 2020. This action was taken after consideration of the action summary of the Interim Report Committee (IRC) review panel that conducted the Interim Report review January 16, 2020. The Executive Committee also reviewed a staff summary of PUC's Interim Report. Based on the Executive Committee's review, the Commission takes the actions, offers the commendations, and provides the requirements to follow. The date of this action constitutes the effective date of the institution's status with WSCUC.

### **Actions**

1. Receive the Interim Report Action Summary that focused on: (1) progress building a sustainable financial model, and (2) development of strategic enrollment management planning
2. Issue a formal Notice of Concern
3. Schedule a Progress Report to be submitted April 1, 2020 to:
  - a. Report on PUC Board of Directors' action on faculty and staff reductions.
  - b. Report on the Pacific Union Conference's action on additional financial support.
  - c. Include a contingency plan in the event these strategies and those described in PUC's November 1, 2019 Interim Report are not effective, including a teach out plan.
4. Schedule a Special Visit for spring 2021 to address:
  - a. All the requirements listed below reported in the Interim Report Action Summary and the July 20, 2018 Commission Action Letter.

The Commission commends PUC in particular for the following:

1. Candidly addressing issues raised in the July 20, 2018 Commission Action Letter.
2. Taking challenges seriously and in a short period of time making incremental improvements.
3. Engaging the full campus in financial and enrollment planning including the Board of Directors.
4. Adhering to the college's mission while striving to respond to PUC's challenges.

The Commission requires the institution to respond to the following issues resulting from both this review and detailed in the July 20, 2018 letter:

1. Increase Board of Directors engagement and monitoring of the college's efforts to foster a sense of urgency about PUC's challenges. (CFR 3.9)

2. Move beyond a continuous improvement focus to strive for a strategic break through to address the college's challenges in transformative ways. (CFR 3.6)
3. At the same time, develop a contingency plan including a teach out in the event that the college does not meet enrollment projections for fall 2020. (CFR 3.4).
4. Build a financially sustainable budget model that will fund both short-term and long-term goals of the college. (CFR 3.4)
5. Develop and implement enrollment management strategies that attract and retain an appropriate number of students for long-term sustainability. (CFR 3.4, 3.7)
6. In the short-run, implement faculty and staff reductions to ensure sufficient and qualified faculty who exercise academic leadership effectively. (CFR 3.1, 3.2)
7. Demonstrate PUC's commitment to continuous improvement by providing structured professional development programs for faculty and staff. (CFR 3.3)
8. Develop and implement institution-wide, regularly scheduled performance reviews for all staff and administrators. (CFR 3.2)
9. 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)

In accordance with Commission policy, a copy of this letter will be sent to the chair of Pacific Union College's governing board. The Commission expects that this action letter will be posted in a readily accessible location on the Pacific Union College'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 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 the Interim Report review. WSCUC is committed to an Interim Report review 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/mam

Cc: Reed Dasenbrock, Commission Chair  
Maria Rankin-Brown, ALO  
Bradford C. Newton, Board Chair  
Members of the Interim Report Committee review panel  
Maureen A Maloney, Vice President