

June 30, 2017

Dr. Stephen C. Morgan
President
University of the West
1409 Walnut Grove Ave
Rosemead, CA 91770

Dear President Morgan:

This letter serves as formal notification and official record of action taken concerning University of the West (UWest) the WASC Senior College and University Commission (WSCUC) at its meeting June 21-23, 2017. This action was taken after consideration of the report of the review team that conducted the Special Visit to University of the West April 25-27, 2017. The Commission also reviewed the institutional report and exhibits submitted by UWest prior to the Special Visit and the institution's May 31, 2017 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues: Dr. Peter Rojcewicz, Chief Academic Officer and ALO, Dr. Michael Oertel, Chief Analyst and Director of Institutional Research and Assessment, Vanessa Karam, Dean of Student Affairs, Amy Chong, Controller, and Reverend Monica Sanford, Institutional Planning, Effectiveness and Campus Culture Officer. 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 that focused on:
 - a. A completed strategic plan and the initial results following its implementation;
 - b. Analysis of disaggregated student success data and actions based on this data to increase student success;
 - c. Further development of a graduate culture particularly as related to the ThD.
2. Schedule a Progress Report on May 1, 2019 to provide an update on faculty hiring at UWest (CFR 2.1)
3. Schedule the next reaffirmation review with the Offsite Review in Spring 2021 and the Accreditation Visit in Fall 2021

Commendations

The Commission commends University of the West in particular for the following:

1. Coherent, well-articulated values that are embodied in the everyday lives of faculty, staff, and students;
2. Significant progress under its current leadership in responding to institutional challenges as well as those facing higher education in general;

3. Extensive work over the past two years to prepare for the Special Visit ;
4. A collaborative and inclusive process involving executive leadership, accreditation and institutional research specialists, academic departments, student affairs professionals, and staff that has led to strategic and subsidiary plans and to ongoing assessment of specific goals;
5. Efforts to create an integrated undergraduate experience that blends curricular and co-curricular elements and considers student success among diverse populations and efforts to align general education requirements more closely with the university's mission.

Recommendations

The Commission identifies the following issues for further development:

1. While the institution is striving to develop further its graduate culture, more attention needs to be paid to faculty support. Areas to address include the student-faculty ratio for graduate mentoring (CFR 3.1, 3.2), clarity of expectations for tenure and promotion (CFR 2.8, 3.2), and professional development (CFR 2.9, 3.3).
2. Given the dynamic and rapidly changing environment in higher education and the changing financial position of the institution, University of the West should continue to monitor its goals, subsidiary goals, and metrics and revise these as needed. In particular, taking into account current financial and enrollment levels, the institution should concentrate on developing realistic tactical, operational, and concrete steps in support of its strategic goals . (CFR 4.6)
3. Through enrollment management planning, the institution should focus attention on how realistic growth in undergraduate and graduate enrollments will be achieved and how retention will be improved, including branding and outreach efforts (CFR 3.4)
4. The institution should develop and implement a structured process for collecting and using qualitative data to increase student learning and success across diverse student cohorts, with attention paid to the distinct needs of both domestic and international students related to academic preparation and college readiness. (CFR 2.10)

In accordance with Commission policy, a copy of this letter will be sent to the chair of University of the West'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 UWest'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 University of the West 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,



Mary Ellen Petrisko
President

MEP/gc

Cc: William Ladusaw, Commission Chair
Vanessa Karam, ALO
Hsin Bau Shih, Board Chair
Members of the Special Visit team
Geoffrey Chase, Vice President