

July 20, 2018

Dr. Nathan Long
President
Saybrook University
475 14th Street, 9th Floor
Oakland, CA 94612

Dear President Long:

This letter serves as formal notification and official record of action taken concerning Saybrook University 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 Saybrook March 13-16, 2018. The Commission also reviewed the institutional report and exhibits submitted by Saybrook prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's May 21, 2018 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Provost Carol Humphreys and Associate Provost Nami Kim. 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 a Special Visit in fall 2021 to address
 - a. Finances
 - i. Audited financial statements for FY 2018, 2019, 2020, and if available, FY2021
 - ii. Fundraising goals and amounts received since spring 2018
 - iii. Enrollment data for 2018-2019, 2019-2020, 2020-2021
 - iv. Update on program pricing strategies
 - v. Update on efforts in grant making
 - vi. Five year financial plan
 - b. Student achievement
 - i. Retention and graduation rates since spring 2018
 - ii. Status of a student achievement plan containing timelines, goals, and ongoing assessment to define and ensure student success
 - iii. Description of assessment of student learning across the colleges (methods, models, use of results)
 - iv. Progress in procuring an assessment management system
 - c. Program review

- i. Program review guidelines and steps the institution is taking to make sure they are understood and followed
 - ii. Sample program reviews and evidence that the results of program review are being used for improvement and resource allocation
- d. Faculty morale
 - i. Status of the implementation of the faculty workload and evaluation plan
 - ii. Description of decision-making roles in shared governance
- e. Diversity
 - i. Description of steps taken to institute inclusive hiring practices
 - ii. Demographic characteristics of the student body in 2017-18, 2018-19, 2019-20, and 2020-21
 - iii. Update on the work of the Diversity Task Force

Commendations

The Commission commends Saybrook University for:

1. Significant progress towards financial stability, having achieved an operating surplus in FY 2017 and an anticipated operating surplus in FY 2018 as a result of increased enrollments and management of expenses. The institution has benefited from the efficiencies of economies of scale and scope afforded by the affiliation with TCS Education System;
2. Professionalization of operational functions, including enrollment management, finance and business operations, technology, legal and regulatory affairs, student services, and institutional research;
3. Efforts to improve student success, including the adoption of the strategic enrollment management plan, creation of the Student Retention Committee, the peer mentoring program, and progress toward strengthening student services;
4. A Board of Trustees, faculty, administrators, staff, and students deeply committed to Saybrook's mission and institutional values; and
5. Leadership of the institution for their stewardship during times of significant change and challenge.

Recommendations

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

Finances

1. Continue to strengthen financial viability through further enrollment growth, diversification of revenue sources, and building on initial advancement efforts. (CFR 3.4)
2. Continue to examine program pricing strategies in light of the changing ecology of higher education. (CFR 4.7)

The Commission appreciated hearing about efforts to increase the applicant pool, to plan for a capital campaign, and to review program pricing.

Educational Effectiveness

3. Continue to make progress in the collection and use of graduation and retention data, and create a plan containing timelines, goals, and ongoing assessment to define and ensure student success. (CFR 2.10)
4. Adopt a consistent model for assessment of student learning and program review, institutionalize the collection and dissemination of data, and use the results for program improvement and allocation of resources. (CFR 2.7)
5. Diversify data collection methods to include more direct assessment measures across the university. (CFRs 2.3, 2.4, 2.6)

The Commission appreciated hearing about the development of a retention and graduation plan and a newly created Program Review Task Force.

Organizational Issues

6. Address faculty morale through the adoption of a faculty workload and evaluation plan, and clarify decision-making roles in a shared governance model. (CFRs 2.8, 2.9, 3.7)
7. Continue to make progress in reducing organizational silos by standardizing academic policies, best practices, and procedures. (CFRs 3.7)

The Commission appreciated hearing about Saybrook's efforts to strengthen faculty morale and to unify the community.

Diversity

8. Continue efforts to diversity the faculty. (CFR 1.4)
9. Continue efforts to recruit and admit a diverse student body. (CFR 1.4)
10. Develop a Diversity Master Plan (CFR 1.4)

The Commission appreciated hearing about Saybrook's Diversity Task Force and its charge.

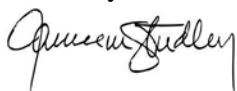
In taking this action to reaffirm accreditation, the Commission confirms that Saybrook University has addressed the three Core Commitments and has successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. Between this action and the time of 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 Saybrook University's governing board in one week. A copy of this letter will also be sent to the president of TCS Education System. The Commission expects that the team

report and this action letter will be posted in a readily accessible location on the Saybook 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 Saybrook University 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/ bgd

Cc: Reed Dasenbrock, Commission Chair
Carol Humphreys, ALO
Mark Skrade, Board Chair
Michael Horowitz, President
Members of the Accreditation Visit team
Barbara Gross Davis, Vice President