

March 8, 2022

Dr. Nathan Long  
President  
Saybrook University  
55 W. Eureka Street  
Pasadena, CA 91103

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 February 25, 2022. This action was taken after consideration of the report of the review team that conducted the Special Visit to Saybrook November 16-19, 2021. The Commission also reviewed the institutional report and exhibits submitted by Saybrook prior to the Special Visit and the institution's January 18, 2022, response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Robyn Parker, Vice President of Academic Affairs, Christine Poindexter-Harris, Senior Director of Assessment, and Kirwan Rockefeller, Administrative Faculty. Your comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's status with WSCUC.

### **Actions**

1. Receive the Special Visit team report that focused on: (1) finances; (2) student achievement; (3) program review; (4) faculty morale; and (5) diversity
2. Continue with the previously scheduled reaffirmation review with Offsite Review in fall 2025 and Accreditation Visit in spring 2026
3. Schedule an Interim Report to be submitted by November 1, 2023, to address:
  - a. creation and support of a comprehensive Justice, Equity, Diversity, and Inclusion (JEDI) plan.
  - b. establishment and support of a plan to evaluate student success initiatives systematically.
  - c. faculty morale.

The Commission commends Saybrook University in particular for the following:

1. The university-wide, deep commitment to the pursuit of its humanistic mission, vision, and values, which permeates the work and ethos of its students, faculty, staff, board, and alumni.

2. Its operating surpluses since the Accreditation Visit in 2018 and its clear focus on financial sustainability demonstrated by its success in increasing revenues and managing expenses.
3. Its strong commitment to social justice, equity, diversity, and inclusion as evidenced by the ongoing work of the JEDI Council and its five circles, which is enthusiastically embraced by the entire Saybrook community.
4. Significant progress on program development and review by creating a consistent model of program assessment, adopting and implementing a university-wide platform for program assessment, and using these tools for both new program development and continuous improvement.
5. A faculty that is seen by Saybrook students as being exceptional for their commitment, support, and willingness to do whatever it takes to help students succeed.

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

1. Create and support a comprehensive JEDI plan delineating specific goals to be achieved, processes to achieve the goals, as well as an evaluation process to assess the efficacy of the plan. (CFR 1.4, Equity and Inclusion Policy)
2. Establish and support a plan to evaluate student success initiatives, containing timelines, goals, evidence to be examined and assigned responsibilities for tasks, to understand and improve student retention, learning, and graduation. (CFRs 2.3, 2.4, 2.6, 2.10, 4.1, 4.3)
3. Address faculty morale through (CFRs 3.1, 3.2, 3.7, 3.10):
  - a) codifying a definition of shared governance that clarifies roles and responsibilities of the administration and the faculty;
  - b) reviewing workload and compensation for all faculty;
  - c) clarifying policies and procedures for faculty appointments to multi-year contracts; and
  - d) monitoring morale, including by continuing to administer an engagement survey or other appropriate instruments.

In accordance with Commission policy, a copy of this letter is being sent to the chair of Saybrook's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on Saybrook'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 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,

A handwritten signature in cursive script, appearing to read "Jamiene S. Studley".

Jamiene S. Studley  
President

JSS/bgd

Cc: Phillip Doolittle, Commission Chair  
Robyn Parker, ALO  
Patricia Breen, Board Chair  
Members of the Special Visit team  
Barbara Gross Davis, Vice President