

July 18, 2024

Dr. Adam Morris
President
Azusa Pacific University
901 E. Alost Ave.
Azusa, CA 91702

Dear President Morris:

This letter serves as formal notification and official record of action taken concerning Azusa Pacific University (APU) by the WASC Senior College and University Commission (WSCUC) at its meeting June 28, 2024. This action was taken after consideration of the report of the review team that conducted the Special Visit to Azusa Pacific University March 13-15, 2024 using the 2013 Standards of Accreditation. The Commission also reviewed the institutional report and exhibits submitted by Azusa Pacific University prior to the Special Visit and the institution's May 9, 2024 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Aaron Dahlke, CFO; Michael White, Vice President, Enrollment Management; Anita Fitzgerald Henck, Provost; Keith Hall, Vice President, Student Belonging/CDO; and Robert Duke, 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 status with WSCUC.

Actions

1. Receive the Special Visit team report that focused on: (1) financial sustainability; (2) shared governance; (3) board effectiveness; (4) diversity, equity and inclusion, and campus climate.
2. Reaffirm accreditation for a period of six years
3. Remove the Warning
4. Issue a Formal Notice of Concern
5. Schedule the next reaffirmation review with the Offsite Review in fall 2029 and the Accreditation Visit in spring 2030
6. Schedule a Special Visit in spring 2026 to address all requirements in this letter

Commendations

The Commission commends the institution for:

1. Making great strides in reestablishing a culture of trust to facilitate the community's work in fulfilling its mission.

2. Building a strong, competent, and collaborative leadership team committed to leading the community toward a financially sustainable and mission-driven future.
3. Addressing board development to enhance effectiveness in strategic planning and fiduciary oversight.
4. Improving data quality and enhancing use of data in strategic planning and decision making.
5. Implementing effective channels for regular internal communication.

Notice of Concern

A Formal Notice of Concern provides notice to the institution that, while it currently meets WSCUC Standards, it is in danger of being found out of compliance with one or more Standards if current trends or findings continue. Institutions issued a Formal Notice of Concern are scheduled for a Special Visit. If the issues are not addressed, 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.

Standard at Risk of Non-Compliance and Requiring a Response

Azusa Pacific University is in danger of being found out of compliance with Standard 3, specifically CFR 3.4. Although the institution has acted to improve liquidity and invest in plans to grow enrollment, concerns remain regarding financial sustainability and the elimination of operating deficits. Azusa Pacific University must continue to stabilize and strengthen the institution's financial condition and ensure that revenue and enrollment targets are aligned with strategic planning.

Areas for Development

The Commission requires the institution to respond to the following areas for development:

1. Create an academic plan that aligns mission, enrollment, budget, program quality, and strategic priorities. (CFRs 1.2, 2.1, 3.4, and 4.7)
2. Ensure appropriate student support services, student engagement and belonging, and success of all students with particular attention to the increasing graduate and professional student enrollment. (CFRs 1.4, 2.2b, 2.3, and 2.11)
3. Deepen the university's understanding of and commitment to a robust shared governance system for faculty, staff, administration, and board of trustees to include continued clarification of roles and responsibilities, accountability, and evaluation structures. (CFRs 3.7, 3.9, 3.10, and 4.3)
4. Enhance board of trustees' evaluation of its own effectiveness through the establishment of specific goals and measures of success. (CFRs 3.9 and 4.6, and WSCUC Governing Board Policy)

5. Implement the University's diversity, equity, and inclusion strategic plan, and assess success of efforts to enhance belonging, support, and outcomes for the diverse population of students the university serves. (CFRs 1.4 and 4.1)
6. Sustain and institutionalize the momentum of current efforts by developing policies and procedures to ensure a culture of continuous reflection, innovation, and improvement. (CFRs 4.1 and 4.7)

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



Jamienne S. Studley
President

JSS/so

Cc: Tracy Poon Tambascia, Commission Chair
Robert Duke, ALO
Lucie Moore, Board Chair
Members of the Accreditation Visit Team
Susan Opp, Vice President