

July 11, 2022

Dr. Linda Oubré
President
Whittier College
13406 East Philadelphia Street
PO Box 634
Whittier, CA 90608

Dear President Oubré:

This letter serves as formal notification and official record of action taken concerning Whittier College by the WASC Senior College and University Commission (WSCUC) at its meeting June 24, 2022. This action was taken after consideration of the report of the review team that conducted the Thematic Pathway for Reaffirmation (TPR) Accreditation Visit to Whittier April 5-8, 2022. The Commission also reviewed the institutional report and exhibits submitted by Whittier prior to the Accreditation Visit, and the institution's June 6, 2022, response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues sal johnston, Vice President of Academic Affairs, Jim Dunkleman, Vice President and CFO, Timothy Anderson, Vice President of Innovation and New Ventures, Deanna Merino-Contino, Vice President and Dean of Students, Cynthia Joseph, Vice President and Chief Administrative Officer, and Andrew Wallis, Associate Dean of Academic Planning and 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 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 2029 and the Accreditation Visit in spring 2030
4. Schedule a progress report, due October 3, 2022, that provides an update on the financial status of the institution (including the 2021 audit; revenue derived from tuition; and any new philanthropic gifts) and lists enrollment figures for fall 2022 for first year and transfer students as well as the total enrollment
5. Schedule a progress report, due October 2, 2023, that provides an update on the financial status of the institution (including the 2022 audit; revenue derived from tuition; and any new philanthropic gifts) and lists enrollment figures for fall 2023 for first year and transfer students as well as the total enrollment
6. Schedule a Special Visit in spring 2025 to address Whittier's progress on all nine requirements cited in this letter

The Commission commends Whittier in particular for the following:

1. The dedication, commitment, and hard work of staff and faculty to continue to support students while facing the difficult circumstances of an ongoing pandemic and the challenges of the institution's financial situation.
2. The college's commitment to finding a comprehensive approach for enhancing the institution's financial sustainability.
3. The strong commitment of the college community to diversity, equity, and inclusion (DEI) as evidenced by the:
 - a) Strategic Plan for Equity and Inclusion
 - b) MacKenzie Scott Award used to support DEI and student success initiatives
 - c) Restorative justice conversations
 - d) Rustin Fellows used to diversify the faculty
 - e) Diversity of the board of trustees, and
 - f) Efforts to create cultural change at the department level.
4. The Assessment Committee for its continued focus on and improvement of the assessment and program review processes.
5. Collaboration between and among departments and committees to advance student success and learning as evidenced by:
 - a) Partnership among the Career Center, Alumni Relations, and the Center for Engagement with Communities to promote career development opportunities and connect the college with external communities so that students can thrive authentically.
 - b) The Curriculum Committee's work on revamping the liberal arts program inclusive of members of the faculty and student affairs staff in order to holistically consider students' needs and experiences.
6. The active engagement of the board in the governance and oversight of the institution and its commitment to creating policies and practices that promote the strategic vision of Whittier College.

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

1. Develop a comprehensive resource and budgeting model that integrates with the strategic plan, focuses on long-term operational and financial viability, ensures expenditure reductions are appropriate and sustainable, and emphasizes revenue generation. (CFR 3.4)
2. Accelerate the development of a strategic enrollment plan with adequate resources, clear measurable targets, and metrics to monitor success. (CFRs 3.4, 4.6)
3. Implement the strategic plan by identifying key activities, metrics of success, and timelines, and by aligning the plan to budget, resource allocation, new initiatives, and organizational structures. (CFR 4.6)
4. To foster greater trust and collaboration, formalize practices to support communication and transparency among leadership and across the broader campus community and provide meaningful opportunities for faculty, staff, and

- student input into decisions in which they have a direct and reasonable interest. (CFRs 3.6, 3.7, 3.10)
5. Develop a staff and faculty strategy that assures adequate capacity to meet the educational mission of the college and goals of the institutional strategic plan. (CFRs 3.1, 3.2)
 6. To enhance faculty and staff levels of satisfaction, retention, and engagement, work to address morale by reviewing current workloads and job scopes and planning for appropriate compensation structures. Continue to monitor morale using engagement surveys or other methods. (CFRs 3.1, 3.2, 3.7, 3.10)
 7. Ensure the capacity of the Office of Institutional Research and Assessment to provide high quality, accurate data and analysis for use in assessment, program review, planning, student success initiatives, resource allocation, and overall institutional effectiveness. (CFRs 4.1, 4.2, 4.3, 4.4)
 8. Continue to develop and strengthen assessment and program review processes across the institution, with consideration of the goals of the strategic plan, so that the results can be used to inform decisions regarding program improvement, viability, sustainability, and potential growth. (CFRs 2.7, 2.11, 4.1, 4.3, 4.4)
 9. Continue efforts to operationalize and resource the Strategic Plan for Equity and Inclusion by establishing timetables and a set of measurable outcomes that are visible, accessible, and actionable. Create programming that will recognize and support the multiple identities and intersectionalities of the entire Whittier community. (CFR 1.4)

In taking this action to reaffirm accreditation, the Commission confirmed that Whittier College addressed the three Core Commitments and successfully completed the Thematic Pathway for Reaffirmation institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values, Whittier should strive for ongoing improvement with adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

In accordance with Commission policy, a copy of this letter is being sent to the chair of Whittier's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the Whittier 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 Whittier College undertook in preparing for the 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 black ink, appearing to read "Jamiene S. Studley". The signature is fluid and cursive, with the first name being the most prominent.

Jamiene S. Studley
President

JSS/bgd

Cc: Phillip Doolittle, Commission Chair
Andrew Wallis, ALO
Miguel Santana, Board Chair
Members of the TPR Accreditation Visit team
Barbara Gross Davis, Vice President