

July 12, 2021

Mr. Michael Young
President
New York Film Academy
3300 West Riverside Drive
Burbank, CA 91505

Dear President Young:

This letter serves as formal notification and official record of action taken concerning New York Film Academy (NYFA) by the WASC Senior College and University Commission (WSCUC) at its meeting June 25, 2021. This action was taken after consideration of the report of the review team that conducted the Special Visit to NYFA March 30-April 2, 2021. The Commission also reviewed the institutional report and exhibits submitted by NYFA prior to the Special Visit and the institution's May 14, 2021, response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Kirk Lenga, Chief Financial Officer, and Sonny Calderon, Vice President, Academic Affairs. 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) English language proficiency standards and support services; (2) recruitment and admissions structures; (3) communication strategies; (4) faculty workload, compensation, and performance evaluation; (5) physical space for confidential work with students; (6) libraries; (7) financial policies for cash balances; and (8) alignment between corporate bylaws and board manual on selection and approval of president.
2. Continue with the previously scheduled reaffirmation review with Offsite Review in fall 2024 and Accreditation Visit in spring 2025
3. Schedule a Special Visit in spring 2023 to address all the requirements listed in this letter.

The Commission commends New York Film Academy in particular for the following:

1. Rapidly responding to the COVID-19 pandemic by quickly implementing technology-based solutions to provide effective learning experiences in "hands-on" visual and performing arts courses, and by reducing expenses.
2. Implementing several initiatives to address international students' English language proficiency and support issues, particularly the launch of the

- International Pathway Program (IPP) for international students whose English proficiency levels are not high enough to be admitted to degree programs.
3. Disaggregating assessment data to better understand the academic performance of international students.
 4. Committing to carry out institution-wide Diversity, Equity and Inclusion initiatives that represent the institution's strongly held values and goals.

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

1. Strengthen the institution's financial position by strategically increasing enrollment, diversifying revenue streams, controlling expenses, and building financial reserves to create net asset increases. (CFRs 3.4, 4.7)
2. Develop a comprehensive strategic enrollment management plan to identify, recruit, enroll, retain, and graduate students in accordance with the institution's mission and goal of financial sustainability. (CFRs 2.2, 2.10, 3.4)
3. Accelerate efforts to examine and modify English language proficiency standards and admission requirements for degree programs and the International Pathway Program (IPP) using benchmark data, institutional assessment data and analyses, and input from faculty, especially those with TESOL backgrounds. (CFRs 2.2, 2.10, 4.1, 4.3)
4. Continue to strengthen admission standards to ensure that admitted students can complete their chosen programs. (CFRs 1.7, 2.2, 3.7)
5. Ensure that faculty exercise effective academic leadership. (CFRs 2.4, 3.10)
6. Assess and demonstrate the effectiveness of efforts to increase inclusive discussions with stakeholders across the campuses and provide avenues for faculty input and response, so that decision-making processes are transparent, and the results are communicated clearly. (CFRs 1.7, 3.6, 3.7, 4.1)
7. Assess the current faculty workload to determine if it is appropriate and sustainable, and improve transparency and communication about compensation, pay, and benefits for faculty. (CFRs 2.9, 3.1, 3.2)
8. Ensure library and literacy needs at all locations are met by conducting analyses of resources required for academic programs and the staffing and resources necessary for each campus. (CFR 3.5)

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

Cc: Phillip Doolittle, Commission Chair
Sonny Calderon, ALO
Kristi Nelson, Board Chair
Members of the Special Visit team
Barbara Gross Davis, Vice President