

February 26, 2020

Dr. Mikhail Brodsky
President
Lincoln University
401 15th Street
Oakland, CA 94612

Dear President Brodsky:

This letter serves as formal notification and official record of action taken concerning Lincoln University (LU) by the WASC Senior College and University Commission (WSCUC) at its meeting February 14, 2020. This action was taken after consideration of the report of the review team that conducted the Seeking Accreditation Visit 2 to Lincoln University, October 1-4, 2019. The Commission also reviewed the institutional report and exhibits submitted by Lincoln University prior to the Seeking Accreditation Visit 2 and the institution's November 29, 2019 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues, Dr. Allan Samson, Board Chair, Dr. Marshall Burak, Provost, and Ms. Reenu Shrestha, Accreditation Liaison Officer. 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 Seeking Accreditation Visit 2 team report
2. Schedule a Seeking Accreditation Visit 3 for fall 2020

The Commission commends Lincoln University in particular for the following:

1. Lincoln University is commended for reaching the milestone of its 100-year anniversary in 2019. In keeping with its vision, it is marking that celebration with continued and new partnerships with the surrounding community.
2. The institution has made significant improvements with educational effectiveness and assessment of student learning, including regarding general education. The concepts of assessment, self-reflection, and continuous improvement are well embedded in the culture and infused throughout the curriculum and co-curriculum. Additionally, the institution has developed a collaborative and meaningful relationship between curricular and co-curricular assessment in closing-the-loop to make meaningful changes. An example of this relationship is the development of the Writing and Speaking Center.
3. The institution has constructed an impressive general education program. It articulates a bold vision for students to develop meaningful life skills and passion for lifelong learning while it maintains the spirit of its professional degrees.
4. The faculty are dedicated to the field of teaching, yet remain committed to research, professional and creative activity, embracing the teacher-scholar model. The institution has established a faculty development fund to support faculty activities.

5. The institution has significantly improved its institutional research capacity through the hiring of a research analyst and the introduction of nationally benchmarked surveys. The ACQA office has integrated the production and presentation of data into the analysis of trends in support of institutional planning.
6. The University is to be commended for developing a faculty, staff, and curriculum that addresses the educational needs and challenges of a globally diverse student body.

Standard 1: Defining Institutional Purposes and Ensuring Educational Objectives

The Commission finds that Lincoln University has demonstrated evidence of compliance with Standard 1 at a level sufficient for Initial Accreditation.

Standard 2: Achieving Educational Objective through Core Functions

The Commission finds that Lincoln University has demonstrated evidence of compliance with Standard 2 at a level sufficient for Initial Accreditation.

Standard 3: Developing and Applying Resources and Organizational Structures to Ensure Quality and Sustainability

The Commission finds that Lincoln University has demonstrated evidence of compliance with Standard 3 at a level sufficient for Candidacy.

CFR 3.4 requires further work, as described in the following:

- CFR 3.4 *Financial stability, clean audits, sufficient resources; realistic plans for any deficits; integrated budgeting; **enrollment management; diversified revenue sources:*** Given the institution's dependence on international student enrollment, LU must diversify its revenue sources. LU must provide evidence that they are prepared to support an increased number of domestic students, including recruitment, admissions, student support and the increased capacity to process financial aid. In addition, the institution must provide evidence that it is not on U.S. Department of Education HCM2 monitoring.

Standard 4: Creating an Organization Committed to Quality Assurance, Institutional Learning, and Improvement

The Commission finds that Lincoln University has demonstrated evidence of compliance with Standard 4 at a level sufficient for Initial Accreditation.

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

1. Further professionalize the university's business office aligned with the best practices and standards of higher education. This includes improvements in technology, staffing, risk management and controls, procedures, and operations, with a focus on building a foundation for future growth in enrollment. (CFR 3.7, 3.8, 4.3)

2. Accelerate the establishment of a donor development office to lead the university's diversification of revenue and financial stabilization efforts. (CFR 3.4, 3.7, 4.5 and 4.7)
3. Develop the admissions and enrollment management functions to prioritize the university's strategy to meet domestic enrollment goals. (CFR 3.4)
4. Prioritize, continue, and demonstrate progress on gender diversity in faculty hiring practices. (CFR 3.1, 3.10)
5. Move toward the creation of a centralized human resource function with clear lines of responsibility for developing hiring practices, salary and benefits packages, performance evaluations, and state and federal regulatory compliance. The university should create a plan that shifts responsibility from faculty and administrative staff to human resource professionals. (CFR 3.1, 3.2)
6. Create an information technology plan and budget that addresses the technology needs for a student information system, learning management system, integrated financial systems, personnel management systems, course and catalog management systems, etc. (CFR 3.5)

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

Cc: Reed Dasenbrock, Commission Chair
Reenu Shrestha, ALO
Allan Samson, Board Chair
Members of the Seeking Accreditation Visit 2 team
Tamela Hawley, Vice President