



*Senior College and
University Commission*

March 9, 2017

Dr. Ronald Oberstein
President
Life Chiropractic College West
25001 Industrial Boulevard
Hayward, CA 94545

Dear President Oberstein:

This letter serves as formal notification and official record of action taken concerning Life Chiropractic College West (LCCW) by the WASC Senior College and University Commission (WSCUC) at its meeting February 15-17, 2017. This action was taken after consideration of the report of the review team that conducted the Seeking Accreditation Visit 2 to Life Chiropractic March 6-8, 2016. The Commission also reviewed the institutional report and exhibits submitted by Life Chiropractic prior to the Seeking Accreditation Visit 2 and the institution's May 6, 2016 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues: Scott Donaldson, Vice President for Academic Affairs; and Dale Johnson, Director of Research. 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. Grant Initial Accreditation for a period of six years
3. Schedule the reaffirmation review with the Offsite Review in spring 2022 and the Accreditation Visit in fall 2022
4. Schedule the Mid-Cycle Review in fall 2019

commendations

The Commission commends Life Chiropractic in particular for the following:

1. In the past year, under the leadership of the Director of Assessment and Educational Effectiveness, the VP of Academic Affairs, the Academic Planning Group, and faculty, the institution made extensive revisions to course syllabi to align the Program Learning

Outcomes, Student Learning Outcomes, and course objectives. These are used to guide assessment practices.

2. LCCW implemented a comprehensive research and scholarship mentoring program for faculty and students. Under the leadership of the new Director of Research, faculty development programs were implemented to educate faculty on the research and scholarship processes that will facilitate their progress toward scholarship production. In addition, information literacy was strengthened in the curriculum with integrated curriculum components planned starting Fall/Winter 2016.
3. The staffing turnover rate has improved from a high of 32% in 2011 to a low of 18% in 2015. This stabilization in staffing has been a result of careful attention to hiring the right people, getting adequate resources in human resources, and developing a robust employee orientation program.
4. The institution has further developed its institutional quality assurance processes, using direct and indirect assessment data to support decision-making and continuous improvement from curricular revisions to departmental effectiveness.
5. The institutional research department is producing high quality data sets and communicating this information broadly to inform decisions for institutional improvement. Many institutional constituents are focusing on gathering, analyzing, and interpreting information.

Recommendations

The Commission identifies the following issues for further development:

1. To ensure the sustainability and effectiveness of efforts to create a welcoming environment to students, faculty, and staff with different backgrounds, the institution needs to make further progress taking advantage of the results of its initial endeavors in this area, further developing cultural sensitivity and competency throughout the institution. (CFR 1.4)
2. LCCW should continue to refine course syllabi to include course objectives, student learning outcomes, and program learning outcomes and to specify the level of performance expected. (CFR 2.3)
3. Additional incentives for faculty participation should be considered in light of the union agreement for scholarship and research performance requirements. There is a need to work with the Director of Research and faculty to overcome some of the barriers to scholarship, such as workload and scheduling conflicts, that prevent time for this important activity. (CFR 2.8)
4. To strengthen the institution's compliance with Standard Four, the Commission recommends the following:
 - a. Annual education department assessment plans need to be implemented so that consistent and thorough outcomes reporting and analysis are used for measuring the achievement of program learning outcomes and improving curriculum planning. (CFR 4.1).

- b. Leadership needs to determine the institutional effectiveness information appropriate for public display to improve transparency regarding institutional performance (CFR 4.2).
- c. There needs to be purposeful conversations throughout the institution to bring context and meaning to the institutional research data. While much progress has been made in the usage of data as noted in earlier commendations, institutional constituents need further guidance in how to use this data to develop improvement initiatives and guide “closing the loop” activities (CFR 4.3).

By granting Initial Accreditation, the Commission confirms that Life Chiropractic has satisfactorily addressed the Core Commitments to Student Learning and Success; Quality and Improvement; and Institutional Integrity, Sustainability, and Accountability and is found to be at a sufficient level of compliance with WSCUC’s 2103 Standards of Accreditation to achieve Initial Accreditation. Between this action and the time of the next review, the institution is expected to maintain its compliance with WSCUC Standards and uphold its commitment to continuous quality improvement.

Accreditation status is not granted retroactively. Institutions granted the status of accreditation must use the following statement if they wish to describe the status publicly:

Life Chiropractic College West is accredited by the WASC Senior College and University Commission (WSCUC), 985 Atlantic Avenue, Suite 100, Alameda, CA 94501, 510.748.9001.

The accredited status of a program should not be misrepresented. The accreditation granted by WSCUC refers to the quality of the institution as a whole. Because institutional accreditation does not imply specific accreditation of any particular program at the institution, statements such as “this program is accredited” or “this degree is accredited” are incorrect and misleading. The phrase “fully accredited” is also to be avoided, since no partial accreditation is possible.

This action encompasses the Doctor of Chiropractic (DC) degree offered by Life Chiropractic College West at the time of this action. Additional programs planned by the institution must undergo review through the Substantive Change process through the institution’s first reaffirmation of accreditation. New locations will need to go through Substantive Change approval, in accordance with the requirements stated in the Substantive Change manual.

In accordance with Commission policy, a copy of this letter will be sent to the chair of LCCW’s governing board in one week. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the Life Chiropractic 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 Life Chiropractic College West 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,



Mary Ellen Petrisko
President

MEP/ro

Cc: William Ladusaw, Commission Chair
Scott Donaldson, ALO
Amit (Jimmy) Nanda, Board Chair
Members of the Accreditation Visit team
Richard Osborn, Vice President