

July 12, 2021

Dr. Bill Smith
President
Columbia College Hollywood
18618 Oxnard Street
Tarzana, CA 91356-1411

Dear President Smith:

This letter serves as formal notification and official record of action taken concerning Columbia College Hollywood (CCH) 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 (SV) to CCH April 7-9, 2021. The Commission also reviewed the institutional report and exhibits submitted by CCH prior to the Special Visit, and the institution's June 3, 2021 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues David Carter, Chief Academic Officer and Dean of Academic Affairs, and Greg Bublitz, Interim Chief Financial 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 Special Visit team report that focused on: (1) the 2020 Stabilization and Growth plan; (2) comprehensive strategic enrollment management; (3) sound financial management; (4) the new campus budgeting process; (5) a permanent CFO; and (6) a new CAO.
2. Reaffirm accreditation for a period of six years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2026 and the Accreditation Visit in spring 2027
4. Issue a Formal Notice of Concern
5. Schedule a Special Visit in spring 2024 to address compliance with Standard 3, particularly CFR 3.4, 3.7, 3.8 and 3.10, and address all the requirements listed in this letter

The Commission commends CCH in particular for the following:

1. Developing a Strategic Enrollment Management plan that integrated marketing, recruitment, retention, financial support, and process improvement. The new plan was based on more reasonable enrollment assumptions, made more accurate projections, and was beginning to result in more predictable enrollments. This was accomplished while reducing both marketing and recruitment expenditures.

2. Hiring and empowering a CAO who provided stable leadership for the Office of Academic Affairs and represented academic priorities in institutional decision-making.
3. Developing a data-driven budget process that consulted the necessary stakeholders and resulted in budgets and cash-flow models which were detailed, realistic, and measurable.
4. Hiring a CFO who was deeply engaged with and brought appropriate competence to enrollment and financial management and planning.

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

1. Increase the emphasis on student success, including the use of more conventional retention and graduation measures and results to allow for benchmarking against peer institutions; deepening understanding of longer-term implications; and aligning policies and practices to support the success of all students. (CFR 1.2, 2.10, 4.1)
2. Pursue a better balance between long-term stability and flexibility when managing real estate holdings and leased facilities, using sound financial management strategies including maintaining sustainable levels of indebtedness, cash reserves, and long-term recurring expenditures. (CFR 3.4)
3. Establish and document clear strategic, financial, and operational boundaries with Edcura to ensure CCH maintains appropriate autonomy and control. (CFR 1.5, 3.7, 3.8)
4. Articulate the philosophy and pursue strategies that guide a sustainable relationship with Roosevelt University and maintain coherence with the meaning, quality, and integrity of CCH degrees. (CFR 2.2, 2.2a)
5. Formalize and implement the faculty governance structure and ensure it is accurately reflected in the Faculty Handbook. (CFR 3.7, 3.10)
6. Ensure that the CAO has the adequate capacity, support, and resources to carry out ALO duties. (Accreditation Liaison Officer Policy)

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

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

Cc: Phil Doolittle, Commission Chair
William Durden, Board Chair
Members of the Special Visit team
Maureen A Maloney, Vice President