

July 20, 2018

Dr. Joel Kim
President
Westminster Seminary California
1725 Bear Valley Parkway
Escondido, CA 92027-4128

Dear President Kim:

This letter serves as formal notification and official record of action taken concerning Westminster Seminary California (WSC) by the WASC Senior College and University Commission (WSCUC) at its meeting June 27-29, 2018. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to WSC March 13-15, 2018. The Commission also reviewed the institutional report and exhibits submitted by WSC prior to the Offsite Review (OSR) and the supplemental materials requested by the team after the OSR. The Commission appreciated the opportunity to discuss the visit with you and your colleagues: John Fesko, Academic Dean and Accreditation Liaison Officer (ALO), Mark MacVey, Vice President for Enrollment Management, Dawn Doorn, Vice President for Development, and Marcus McArthur, Vice President for Administration. 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 ten years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2027 and the Accreditation Visit in spring 2028
4. Schedule the Mid-Cycle Review to begin May 1, 2023
5. Schedule an Interim Report to be submitted by November 1, 2021 to address
 - a. Multi-year strategic planning that incorporates budgeting and resource allocation. Include student enrollment data (new, continuing, graduated), disaggregated by gender, ethnicity, and other student characteristics important to the institution
 - b. Diverse revenue sources
 - c. The cultivation of financial management expertise and clarification of roles, responsibilities, and authority to provide leadership and support for fiscal sustainability and strategic planning

Commendations

The Commission commends WSC in particular for the following:

1. Effective articulation of mission and programs that distinguish WSC from other seminaries and a passionate commitment that links mission to the meaning, quality, and integrity of its degrees.
2. High retention, graduation, and placement rates, as well as positive student satisfaction survey results.
3. The quality of faculty scholarship, academic rigor of the curriculum, and high standards for student performance.
4. Faculty commitment to student academic success and spiritual growth, both in and out of the classroom, that includes counseling, advising, tutoring and other support roles.
5. Impressive financial results, doubling net assets, increasing fund-raising, and achieving unqualified financial audits.
6. Leadership's vision for a residential campus by building graduate student housing designed to foster community, increase revenue, and grow enrollment.

Recommendations

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

1. Pursue multi-year strategic planning, including budgeting and resource allocation, that identify ways in which higher education and WSC are impacted by the changing external social, economic, and political environment, with WSC retaining its commitment to its mission. (CFR 4.6, 4.7)
2. Cultivate financial management expertise, independent of the president, that clarifies the role of the chief financial officer (CFO) including position responsibilities and authority, to provide effective leadership and support for fiscal sustainability and strategic planning. (CFR 3.6, 3.7, 3.8)
3. Diversify revenue sources to ensure sustainable financial viability. (CFR 3.4)
4. Formalize institutional research processes that clarify roles and responsibilities for data collection, analysis and interpretation, and dissemination of findings, including a timetable to inform institutional review, planning and decision-making. (CFR 4.2)
5. Create succession plans for key leadership positions to ensure operational continuity. (CFR 3.6, 3.8)

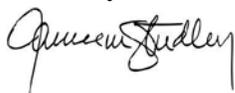
6. Ensure widespread understanding of the annual assessment process and promote the pervasive use of analyses of direct evidence of student learning for educational effectiveness. (CFR 2.4, 4.4)
7. Advance diversity throughout the institution, including the curriculum, learning environment, faculty, leadership positions, Board of Trustees, and other strategies consonant with WSC's mission. (CFR 1.4)

In taking this action to reaffirm accreditation, the Commission confirms that WSC has addressed the three Core Commitments and has successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. Between this action and the time of the next review for reaffirmation, the institution is encouraged to continue its progress, particularly with respect to student learning and success.

In accordance with Commission policy, a copy of this letter will be sent to the chair of WSC'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 WSC'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 WSC 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/mam

Cc: Reed Dasenbrock, Commission Chair
John Fesko, ALO
Ron Prins, Board Chair
Members of the Accreditation Visit team
Maureen A Maloney, Vice President