

July 20, 2018

Dr. Frank Papatheofanis, MD, PhD  
President, CEO & Founder  
University of Saint Katherine  
1637 Capalina Rd  
San Marcos, CA 92069

Dear President Papatheofanis:

This letter serves as formal notification and official record of action taken concerning University of Saint Katherine (USK) by the WASC Senior College and University Commission (WSCUC) at its meeting June 28, 2018. This action was taken after consideration of the report of the review team that conducted the Special Visit to University of Saint Katherine February 26-28, 2018. The Commission also reviewed the institutional report and exhibits submitted by University of Saint Katherine prior to the Special Visit and the institution's April 26, 2018 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleague: Dr. Christos Korgan, Director and ALO. 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
  - a) Demonstrating continued progress in diversifying and increasing the amounts of revenue from sources in addition to tuition
  - b) Implementing the strategic plan, ensuring that it is inclusive, linked to a fully operative budgeting process, and supported by input from the institutional research office
  - c) Deploying a comprehensive enrollment management plan with an eye to achieving diversity goals, recruiting and retaining qualified students, and providing student services in keeping with anticipated enrollment growth
2. Issue a Formal Notice of Concern
3. Schedule a Progress Report to be submitted by May 1, 2019
4. Schedule a Special Visit in spring 2020 to address
  - a. Adding sources of revenue,
  - b. Enhancing Strategic Planning with data from IR, budget information, and input from faculty,
  - c. Further developing recruitment and retention strategies,
  - d. Enhancing Board effectiveness with development.
5. Continue with the previously scheduled reaffirmation review with the Offsite Review in fall 2021 and the Accreditation Visit in spring 2022
6. Continue with the previously scheduled Mid-Cycle Review to begin May 1, 2019

## **Commendations**

The Commission commends the University of Saint Katherine in particular for the following:

1. The commitment of the faculty, staff, and students of USK to the institution. Their remarkable hard work for this university, especially given their multiple responsibilities, was evident in all of our interactions.
2. The University's focus on students and the student experience is outstanding. The faculty, who teach in some challenging spaces, are remarkable in their willingness to adjust their pedagogy to meet the learning needs of their students.
3. USK's hospitality and responsiveness to team requests.
4. Significant improvement in student services in recent years, with written policies characterized by best practices introduced by the Dean of Students, despite the challenge of limited resources.

## **Recommendations**

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

1. Add new sources of revenue. (CFR 3.4)
2. Produce and share with university leadership regular financial statements (balance sheet, profit and loss, cash flow). (CFR 3.4)
3. Include all campus constituencies, especially faculty, in the strategic planning process. (CFR 4.6)
4. Use budget allocations to guide the strategic plan. (CFR 4.6)
5. Use data drawn from the Institutional Research Office to regularly inform the strategic and enrollment planning processes. (CFR 4.2)
6. Prioritize enrollment management tactics, including tactics for retention, according to a clear set of strategies and implement them accordingly. (CFR 3.4)
7. Engage the Board in development activities to create a strong culture of shared governance and to reflect the responsibilities of a higher education governing Board. (CFR 3.9)

In accordance with Commission policy, a copy of this letter will be sent to the chair of the University of Saint Katherine'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 University of Saint Katherine'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 the University of Saint Katherine 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/mbg

Cc: Reed Dasenbrock, Commission Chair  
Christos Korgan, ALO  
Daniel Braun, Board Chair  
Members of the Special Visit team  
Mark Goor, Vice President