

July 8, 2020

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 26, 2020. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to CCH February 26-28, 2020. The Commission also reviewed the institutional report and exhibits submitted by CCH prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's June 3, 2020 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleague Greg Bublitz, 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 Accreditation Visit team report
2. Defer action until June 25, 2021
3. Schedule a Special Visit in spring 2021 to address:
 - a. implementation of the 2020 Stabilization and Growth Plan including the use of assets to increase cash flow.
 - b. development and implementation of the comprehensive strategic enrollment management.
 - c. implementation of sound financial management including increasing the cash cushion for contingencies.
 - d. implementation of the new campus budgeting process.
 - e. a permanent chief financial officer (CFO) who is primarily responsible to CCH
 - f. a qualified, experienced and empowered chief academic officer (CAO)
4. Schedule a Progress Report to be submitted by October 30, 2020 to provide:
 - a. a report on fall 2020 enrollment, budget to actual, and fall 2019 to fall 2020 student retention.
 - b. a Teach-Out plan.

The Commission commends CCH in particular for the following:

1. A broad and robust assessment infrastructure that is informed by best practices, reflective of an ethos of continuous improvement and institutional accountability for student success, and

unambiguously part of the culture among faculty and administrative staff across both campuses.

2. Frank and forthcoming reflections on the college's issues, challenges, and opportunities and responsiveness to previous WSCUC recommendations in the institutional report and materials supplied throughout the reaffirmation of accreditation review.
3. An approach to strategic planning that is focused, active and actionable.
4. The mutual commitment between CCH and its adjunct faculty in supporting student success and fostering campus community.
5. The value CCH faculty, staff, and board of trustees place on the opportunity to prepare students for a lifetime of contributions to the entertainment industry. Students recognize and appreciate that this commitment matches their passion and inspires their learning.
6. The investment in strong and effective leadership in student affairs, resulting in a campus with newfound confidence that its student affairs personnel are capable; its career development function is proactive and effective, and its co-curricular programming, such as the new First Year Experience extended orientation requirement, is strategic and useful.

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

1. Fully implement the 2020 Stabilization and Growth Plan to ensure sufficient cash is available to sustain the campus while enrollment objectives are attained. The institution should explore using its assets to increase cash in support of campus programming and activities. (CFR 3.1, 3.4, 3.5)
2. Improve competency for enrollment and revenue projections; a permanent CFO whose primary or full-time responsibilities are to the college could enhance the college's long-term success in these areas. (CFR 3.4, 3.8)
3. Implement the new campus budgeting process by educating and engaging all the departments in CCH. (CFR 1.7, 3.4, 3.7)
4. Prioritize the reinstatement of the faculty hiring plan, faculty and staff professional development, and equipment/infrastructure needs once financial stabilization has been achieved. (CFR 3.1, 3.3, 3.5, 3.7)
5. Develop and implement plans to increase diversified revenue sources to support the needs of the campus and students. (CFR 3.4)
6. Develop and implement comprehensive strategic enrollment management that integrates marketing, recruitment, student retention and success and student financial support. (CFR 2.10, 3.4, 4.1, 4.6, 4.7)
7. Provide academic leadership for the faculty at both campuses and create an academic strategic plan to inform the institution's strategic planning. A qualified, experienced and

empowered CAO can serve as a liaison, advocate and leader to accomplish these efforts. (CFR 3.6, 3.7, 3.8, 3.10)

8. Continue progress integrating Flashpoint Chicago, the college's branch campus, with the main campus in Los Angeles. As the campuses continue to evolve, CCH should intentionally prioritize collaboration and coordination between the locations to improve services, structures, policies, and culture. (CFR 4.3, 4.4)
9. Evidence the board of trustees' commitment to the educational mission of the college by improving board governance, monitoring the Edcura relationship, ensuring financial stability, and evaluating the president on a regular cycle. (CFR 1.6, 3.4, 3.6, 3.9)

In taking this action to reaffirm accreditation, the Commission confirms that CCH has addressed the three Core Commitments and has successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values, CCH should strive for ongoing improvement with adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

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,



Jamienne S. Studley
President

JSS/mam

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