

Structural Change Site Visit Report

Hope International University

Substantive Change Proposal, Branch Campus

December 15, 2015

Team Roster

Margaret Bailey, 1st Reader, Provost, St. Katherine College

Daniel Sewell, 2nd Reader, Consultant

The team conducted its review and evaluated the institution under the 2013 Standards of Accreditation and prepared this report containing its collective evaluation for consideration and action by the institution and by the WASC Senior College and University Commission (WSCUC). Formal action is taken by the Commission and is described in a letter from the Commission to the institution. This report and the Commission letter are made available to the public by publication on the WSCUC website.

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SECTION I. Overview and Context

A. Description of the Institution and the Proposed Change

Institutional History and Context

Hope International University (HIU) is an independent private liberal arts university with a faith-based mission that considers the development of men and women who will make a positive difference in the world its top priority. Noted on the university seal are the words, “Preparing Servant Leaders.” This statement is reflected in the mission, core values, vision, character, and culture of the university. HIU serves approximately 560 traditional undergraduates, 300 online undergraduates, and 420 graduate students in five academic colleges: College of Arts and Sciences, College of Business and Management, College of Education, Pacific Christian College of Ministry and Biblical Studies, and College of Psychology and Counseling. HIU offers associates, bachelors and masters degrees.

HIU was established in Los Angeles, CA in 1928 as Pacific Bible Seminary. Two years later the school moved to a larger facility in the city of Long Beach. The school was renamed Pacific Christian College in 1962, the institution was accredited by the Accrediting Association of Bible Colleges in 1963 and by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC) in 1969. The campus was relocated to an eleven acre site in Fullerton in 1973. As the college grew through the expansion of graduate and adult learner programs, the name Hope International University (HIU) was adopted in 1997. As HIU’s online and graduate programs grew, HIU opened a standalone site in Anaheim just a short distance from the main campus. The Anaheim site is a 24,000 square foot facility that serves the graduate and online students. In addition to WSCUC regional accreditation, HIU holds programmatic accreditation with both the Association for Biblical Higher Education (ABHE) and the Commission for the Accreditation of Marriage and Family Therapy Education (COAMFTE).

HIU is affiliated with a non-denominational fellowship of approximately 6,000 churches in the United States known as Christian Churches and Churches of Christ. The mission of the university is *to empower students through Christian higher education to serve the church and impact the world for Christ*. To that end, the university specializes in fields offering significant potential for Christian influence on society (e.g., business, education, social sciences, and

ministry). HIU stresses practical scholarship, servant leadership, spiritual formation, and community service.

Each college offers traditional onsite undergraduate programs for residential and commuter students, as well as online undergraduate programs for non-traditional learners. All colleges except the College of Arts and Sciences also offer graduate programs in both onsite and online modalities. HIU's eleven acre main campus is located at 2500 E. Nutwood Avenue in Fullerton, CA. Graduate and online program facilities are located five miles south at 2400 E. Katella Ave. in Anaheim, CA. HIU maintains recruitment offices in Elk Grove, CA and at the University Center in Everett, WA, however no HIU courses are taught onsite at these locations.

Description of the change

HIU is proposing a merger with Nebraska Christian College (NCC) where NCC would become a branch campus of HIU and HIU would be the sole surviving entity and governing board of trustees. HIU would assume all assets and liabilities of NCC. HIU and NCC are in the process of seeking approval from the State of Nebraska Coordinating Commission for Postsecondary Education (NCCPE) for HIU to operate in Nebraska. The US Department of Education (USDE) has been notified and both institutions are working with USDE through the transition. NCC received approval on November 6, 2015, for the change of control from its accreditor, Association of Biblical Higher Education (ABHE). Both HIU and NCC have ABHE accreditation.

HIU is one of only two liberal arts universities west of the Mississippi River that serves the fellowship of independent Christian Churches and Churches of Christ. Most of the other 22 schools that provide education to these churches are small Bible colleges with enrollments of less than 300 students. Recently at least half of these schools have been facing major financial challenges. Most of the schools offer no graduate programs, no online offerings, and focus only on church related vocational majors.

HIU was independently contacted by six of these institutions to determine if there was interest in developing a partnership or other avenues of forging a relationship with HIU to strengthen their institution. Based on this increased expression of interest and HIU's desire to be instrumental in strengthening higher education institutions in the HIU faith tradition, the university trustees directed the administration to evaluate the opportunities and prepare an initial assessment. After further consideration a non-binding MOU was signed with Nebraska Christian

College; NCC is located in Omaha, NE and enrolls 125 students. The HIU leadership and trustees designed a four-phase process to guide the discussion and decision-making which included the following:

Exploration Phase – This is the informal phase where HIU leadership and the leadership of the other institution share their vision, mission, core values, aspirations, and culture to determine whether there are benefits for both institutions to move forward. During this phase the institutions determine whether there is sufficient benefit to pursuing a deeper relationship. The outcome for this phase is a non-binding MOU preparing both institutions for a more transparent discussion and sharing of confidential information.

Analysis Phase – This is the due diligence phase where financial information is shared, stakeholders are contacted, and benefits and risks are identified. Debt holders are contacted and key vendors may be notified to ascertain any challenges or costs that may occur if the schools merge. The outcome for this phase is the trustees' determination if there is wisdom, significant benefit and synergies for both institutions to proceed.

Design Phase – At this point the administration, staff, and faculty identify the day-to-day operational issues that must be considered with integration. During this time careful consideration is given to maintaining the best practices of the two institutions, moving to a single fiscal year, transitioning technology, student records, donor bases, and marketing and branding. Consultants are used where needed to facilitate the transition planning and opportunities for costs savings through efficiencies.

Integration Phase – In this final phase governmental, financial and accreditation approvals are requested. Where appropriate, transitions to a single system begin in some key areas to prepare for a smooth transition. Faculty begin collaboration on curriculum, academic administration, assessment infrastructure, academic programs, etc. This is the longest phase and will continue for some time as approvals are received and challenges worked through.

The HIU leadership is to be commended for the excellent and thoughtful work they have done in designing a multi-phased approach to decision-making. The site visit team believes this process is exemplary and serves to protect the institution from assuming excessive risk.

Recent accreditation history

The following is the institution's recent accreditation history, including a Special Visit in

March 2014 resulting in the Commission decision to remove the Warning sanction. HIU's Institutional Review Process is underway: the Offsite Review took place in the fall 2015 and the Accreditation Visit is scheduled for spring 2016. The accreditation history listed below begins with the Special Visit in 2012 that resulted in the Commission decision to issue a warning. The following are the Commission actions that most impact the substantive change proposal under consideration:

- 12/11 Interim Report Committee Action: 1) Receive the Interim Report requested January 2011; 2) Recommend a Special Visit in spring 2012, The self-study for this visit should address financial sustainability, strategic planning, enrollment, and academic endeavors as detailed in the IRC action letter.

- 2/12 Substantive Change Committee Action, 2/8/12: Panel acted to Not Accept the following proposal: PsyD in Marriage and Family Therapy (new degree program).

- 6/12 Commission action, 6/15/12: 1) Receive the Special Visit team report and continue accreditation; 2) Issue a Warning; 3) Schedule a Special Visit in spring 2014 to review financial sustainability and enrollment stability; retention and graduation rates; strengthening of the governing board; enhanced strategic planning; and support and planning of academic programs.

- 9/12 In line with the new accreditation process, the previously scheduled CPR and EER visits have been changed to an Offsite Review and an Accreditation Visit one year later. The proposal review process has been dispensed with.

- 6/13 Staff Substantive Change Action, 6/17/13: Approve the following expedited proposal: Bachelor of Arts in Liberal Studies: Teacher Preparation (online).

- 10/13 Staff Action: Following discussion with the institution, the OSR will take place in fall 2015 and the AV in spring 2016.

- 3/14 Special Visit, March 24-26, 2014: Team Chair - Steve Morgan.

- 6/14 Commission Action, 6/20/14: 1) Receive the team report and continue accreditation; 2) Remove the Warning sanction; and 3) Continue with the scheduled Offsite Review and Accreditation Visit in fall 2015 and spring 2016.

- 12/14 Substantive Change Committee Action, 12/22/14: Grant Interim Approval of Master of Divinity (online).

- 1/15 Substantive Change Commission Approval, 1/12/15: Grant Final Approval of Master of Divinity (online).

B. Description of the Team's Review Process

The WSCUC site visit team served on the original substantive change panel teleconference, on Tuesday, October 27, 2015, resulting in a unanimous decision to proceed to a site visit at the campus of Hope International University (HIU) with a virtual tour of Nebraska Christian College (NCC). The site visit was scheduled for Tuesday, December 15, 2015. The reviewers worked with HIU's Accreditation Liaison Officer (ALO) in preparation for the site visit. The WSCUC team members reviewed the submission, along with all relevant correspondence, reports, and documents, in preparation for the visit.

Working with the HIU ALO, the reviewers developed an agenda for the day-long visit designed to verify institutional preparedness for the addition of a branch campus located in Nebraska, as well as the educational mission alignment of the two institutions, and the preparation taking place for the merger. The areas under review include but were not limited to strategic planning and governance, financial sustainability, enrollment management, faculty and student support services.

The reviewers prepared for the structural change visit according to a standard visit protocol. The institutional report and supporting documents were received in advance of the WSCUC conference call on October 27, 2015, and the call was followed-up with a request for additional documents prior to the site visit. HIU provided the additional documents in a timely manner. The reviewers did extensive preparation in advance of the site visit, including analysis of the evidence made available electronically. The reviewers also examined the HIU and NCC websites, catalogs and other documentation provided to WSCUC.

The reviewers agreed on the main issues under consideration and met the evening before the site visit for an organizational meeting. The reviewers were able to meet with all of the key

parties involved in the substantive change from both HIU and NCC in order to explore the issues identified for the visit. The day's activities on Tuesday, December 15, 2015, included meetings with the HIU board of trustees, HIU and NCC Presidents, HIU and NCC Chief Financial Officers, HIU academic administration, HIU staff, HIU and NCC faculty, HIU enrollment management, HIU student affairs, and HIU institutional advancement.

The visit was hosted by HIU and was well organized and presented a full assessment of the changes anticipated with the merger as well as the current situation and issues leading up to the substantive change. HIU and NCC leadership, administration, staff, and faculty grasp the importance and complexity of the merger, and successfully addressed the issues of the WSCUC reviewers with an in-depth and transparent analysis, particularly those issues related to governance, strategic planning, financial sustainability, enrollment management, student support services, and faculty. The WSCUC reviewers concluded that the discussions were wide ranging, transparent, and thorough. (CFRs 1.5, 1.6, and 1.7)

SECTION II. Evaluation of the Proposed Change

This section describes the key issues the Substantive Change Team identified in its review of the materials, teleconference with the institutions, and team meeting. The site visit took place at the Fullerton main campus and the Anaheim site with a virtual tour of the Nebraska Christian College campus.

A. Issue: Strategic Planning and Governance

Following the March 2014 special visit, the special visit team noted that HIU had “created a strategic plan that looks out to 2017. The plan identifies strategic priorities, strategic initiatives and identifies a set of metrics that have been assigned to appropriate personnel within

the organization.” The structural change reviewers met with the President and noted that the well-developed HIU strategic plan for 2012-2017 was written in the context of the post-2008 economic collapse and focused on strengthening and improving the financial stability and quality of services on the Fullerton campus and did not present strategic initiatives for expansion beyond the eleven acre campus. The President noted that even though the current strategic plan extends to 2017 that the HIU leadership decided to engage the community in the development of a new strategic plan that will be ready for implementation by fall 2016.

The new strategic plan will look beyond the limited capacity on the Fullerton campus including the growth of online programs, potential partnerships and geographic expansion. The President noted that HIU was among the first private institutions to utilize the online modality and has over fifteen years of experience. However, growth in the online market has become increasingly difficult because there are many new competitors in the Southern California market. In addition, HIU faces increasing competition for undergraduate residential students considering the university is limited in the programs and services it can offer on the small campus. For the past four years HIU has been operating at a surplus and above the required enrollment break-even, but this is only slightly below the Fullerton campus maximum capacity of 500 to 600 residential students. Thus future growth and increased financial stability will occur through expansion in the online programs and the addition of new locations.

The board of trustees described at length the due diligence undertaken once the board and HIU executive leadership determined that they should consider expansion alternatives. During this time period, several smaller institutions in the faith tradition of HIU contacted the President to explore partnership options, mergers, or other business models. As mentioned above, the board and the executive leadership team created a phased decision-making approach for

reviewing the several options presented: 1) exploration phase, 2) analysis phase, 3) design phase, and 4) integration phase. Most proposals under consideration did not go beyond the exploration and analysis phase. Two institutions proceeded to the design phase: Nebraska Christian College (NCC) and another college. As HIU proceeded in the analysis phase, the university's leadership concluded they would not continue to pursue further discussion with the other college because of the growing financial challenges at the college and the perceived lack of preparation to proceed to the design and integration phase. Discussions continued with NCC as stakeholders from both institutions carefully considered the benefits, challenges and synergies of a merger. On January 12, 2015 both boards of trustees signed the non-binding *Memorandum of Understanding*, followed on August 31, 2015 when HIU and NCC signed an *Agreement and Plan of Merger*.

HIU and NCC have moved forward in seeking approval from the appropriate governing authorities. Both institutions have been in contact with the US Department of Education (USDE) and are working with them. HIU successfully completed its latest USDE program review in December 2014 and NCC completed theirs in May 2014. An application has been submitted by HIU to have a physical presence in the state of Nebraska and the formal hearing will be held in March 10, 2016. In addition, NCC is to notify the Nebraska State Attorney General once WSCUC's decision has been made. NCC filed a structural change proposal for a Change of Ownership and Control with the Association of Biblical Higher Education (ABHE) and received approval in writing on November 6, 2015. The approval states "The ABHE Commission on Accreditation reviewed your institutions at its November 2, 2015 meeting and took the following action: Approve the substantive change request for Nebraska Christian College and Hope International University to merge (SC 3a/3b). The Commission understands that in this merger Nebraska Christian College will become a branch campus of Hope International University."

In the 2015 substantive change proposal and additional documents submitted during the time of the visit, HIU thoroughly documented its progress in vetting each decision. In conclusion, the President and board of trustees are committed to an evidence based strategic planning process that is based on a developing strategic framework that will include a multi-phased decision-making process with expansion options and potentially new business models of operation (CFR 4.3). Through the engagement of key stakeholders, leadership has forged a clear understanding and vision of the opportunities and challenges facing the university and its strategic plan (CFR 4.5, 4.6). As the university moves forward under the new organizational structure, timely execution of a well-developed strategic agenda and priorities will be important for guiding the future decision-making of HIU.

B. Issue: Financial Sustainability

In its March 2014 special visit report that visit team noted, “The team commends HIU for its improved financial performance and financial position, for its development and use of key performance indicators, and for its budgeting process which now requires operational surpluses each year. It is the view of the team that HIU has plans, processes and personnel in place that demonstrates that is in a good place to be financially sustainable into the future (CFRs 3.1, 3.4, 4.1, and 4.3).” The substantive change site visit team reviewed the most recent audited financials for both HIU and NCC, projected budgets through fiscal year 2018-2019, costs associated with the merger, IRS Form 990 for both institutions and additional documents submitted during the time of the visit. HIU and NCC thoroughly documented their financial progress and provided the site visit team a transparent discussion of the merger details related to financial processes. The substantive change visit team met with the HIU Vice President for Business and Finance, HIU Vice President for Advancement, and the NCC Interim President/

CFO. The review panel commends HIU for continued progress on key financial indicators and due diligence in planning the integration of financial systems and fiscal years.

The university audited Statement of Financial Position (balance sheet) for fiscal year ending May 31, 2014 showed total assets of \$23,807,403 and debt of \$ 7,666,381. The Statement of Activities (income statement) for the 2013-2014 fiscal year total support and revenue of \$21,150,488, which represents a 3.5% increase over the previous fiscal year with a Change in Net Assets \$824,444. The End of Year Cash and Cash Equivalent was \$3,707,311, an increase of \$92,652 over fiscal year 2012-2013. According to HIU's Vice President for Business and Finance, the university has been running a surplus for the past four fiscal years. According to the HIU auditors the US Department of Education Composite Score at the end of 2014/15 fiscal year was 1.61 and the combined HIU/NCC Composite Score for fiscal year 2015/16 is projected to be 1.94. The improved Composite Score results from a revised appraisal of the NCC assets at the time of the merger. The appraisal of the NCC property has not been completed, but the HIU Vice President for Business and Finance and the NCC Interim President/ Chief Financial Officer stressed their commitment to take a conservative approach to the appraisal since the property is not being appraised for a future sale.

The NCC audited Financial Statements for fiscal year ending June 30, 2014, were reviewed by the substantive change site visit team. The Statement of Financial Position shows total assets of \$12,332,471, a Line of Credit liability of \$400,000 that represents an increase of \$250,000 from the previous fiscal year, and a bank note payable of \$4,461,862 resulting in long and short term debt of \$4,861,862. The most significant NCC assets are property and equipment of \$12,866,606 that includes 85 acres near Omaha (this does not reflect the new property

appraisal). NCC moved to the current campus in 2005 and has several new buildings including classrooms, library, student housing, and worship center.

The HIU Vice President for Business and Finance and the NCC Interim President/ CFO project there will be cost savings in payroll and benefits, personnel, hiring and other human resource functions, accounts payable, consolidated financials including consolidated audit and IRS Form 990 filing, and many other operational functions. The HIU costs associated with the merger are booked in the HIU reserve account and have not exceeded the projected merger costs. HIU and NCC have been working through the integration in the areas of technology, registrar functions, learning management system, donor base management, salaries and benefits, etc. In addition, HIU is to be commended for its use of key performance indicators and weekly dashboards to monitor the revenue and expenses and continuing to make financial progress.

The HIU board of trustees is provided regular updates on key performance indicators and is actively engaged in monitoring the financial health of the university. The visit team met with members of the board of trustees, and commends the board on their active engagement and commitment to their fiduciary responsibilities. The board meets on campus twice annually and the five board committees meet frequently between the on campus meetings. The board recently formed an audit committee separate from the finance committee, which is in line with best practices. Throughout the merger discussions the board and president have worked closely in conducting due diligence, analysis and phased decision-making.

C. Issue: Enrollment Management

Since one reason for and goal of the proposed merger is to increase enrollment, HIU's enrollment management function is key to the long-term success of the proposed merger. During the March 2014 special visit, the team found that HIU had continued to develop and implement

enrollment management-related “processes, practices, and protocols to attempt to ensure a sustainable future for the University.” They noted the tracking and reporting systems, the monitoring and decision-making processes, the deployment of CRM software, and the elevation and expansion of the Vice President for Enrollment Management position. To review the enrollment management function in advance of the site visit, the team reviewed the HIU Enrollment Management Master Plan 2012-2017 and related documents.

During the substantive change visit, the team met with the Vice President for Enrollment Management and representative members of the enrollment management team. They discussed the recruiting and coaching model, the work of the student counseling team, and their preparation for work with NCC should the merger be approved. Everyone discussed his or her view of the possibilities that exist if the merger is approved. The vice president described the ongoing and recent training she has received for strategic enrollment planning and management to further advance HIU’s enrollment management function, especially in light of the potential added by the NCC merger.

Based on the evidence, we conclude that HIU is dedicated to the strategic and operational use of its enrollment management functions, informed by data, for student marketing, recruitment, admission, matriculation, and success (CFRs 3.1, 3.7, 4.3, 4.4, 4.6). There are differences in the function between the online programs and the on-ground programs; however, those differences exist to best serve the needs of those programs. Since the special visit HIU has completed their deployment of the fully integrated recruiting, admission, and student advising services for their online programs. In addition HIU has significantly incorporated NCC into their enrollment management processes as part of its ongoing collaboration and in anticipation of the merger being approved. HIU hosts an annual enrollment workshop, called an enrollment

advance, for all director-level enrollment management staff at which progress is reviewed, goals are set and training is received. NCC staff were included in the 2015 enrollment advance. In preparation for the merger and the upcoming strategic planning process, a new enrollment management master plan is being developed. In preparation for the merger, the HIU enrollment management team has been training the NCC admission staff in current enrollment management principles and practices as well as HIU procedures and processes. In addition, HIU has helped NCC implement updated recruiting and admission practices that have already yielded significant increases in numbers of inquirers and applicants for upcoming enrollment cycles.

D. Issue: Student Support Services

Merging NCC into HIU raises the issue of student support in terms of having the resources, processes, technology integration, and organizational structures necessary to support the proposed merger especially students, staff, and faculty joining the HIU community. To set the context for this issue, the overall integration will serve and support a little over an additional 100 students and 11 faculty. The visit team reviewed HIU and NCC pre- and post-merger organizational charts as well as documents pertaining to systems integration, learning technology, and assessment. While onsite, the review team had meetings with NCC's Academic Dean as well as HIU's Vice President for Academic Affairs, Vice President for Student Affairs, academic coaches, the Associate Vice President for Educational Effectiveness, and members of the learning technology department. Everyone with whom the team met was well informed about the merger and the potential that it has for HIU and NCC. At the same time, everyone was cognizant of the organizational needs required by such an action and appreciative of the step-by-step approach that is being taken by HIU leadership. From these discussions, it appears that the

overall sense is that everything has moved at a pace and with enough planning that HIU will be ready if the merger is approved.

Areas of discussion were academic student support (CFRs 3.1, 3.4), non-academic student support services (CFRs 2.10, 2.11, 2.12, 2.13, 3.1) and technology support for students (CFRs 3.1, 3.4, 3.7). From the documentation and discussions, it is clear that academic support is well established at both institutions. Each institution has a strong, student focused approach to student learning supported by a mentoring culture. As a by product of the existing collaboration between the institutions, the NCC faculty are already acquainted with HIU's course development and assessment procedures; and, the academic dean at NCC has already implemented some of HIU's review processes. The learning technology support group has well established processes and adequate staffing to support faculty and students in the development and operation of learning technology. By their own estimate the current team can support the projected staff and students that an approved merger would yield.

HIU anticipates giving and receiving great benefit in areas related to non-academic student support. The HIU Vice President for Student Affairs has thoroughly reviewed NCC capabilities and identified how HIU's strengths in process and policy can have an immediate impact for NCC. In addition, he has identified the approach of NCC's training program as a strength from which HIU can benefit and has begun planning to support the development of extra-curricular activities that will further strengthen the NCC community and the larger HIU community.

The technology support units for students and faculty have progressed significantly toward the necessary integration in preparation for the merger. The technology integration planning for the student information system is completed and data transfer planning is underway.

Staff estimate that, due to the methodical long term effort already undertaken, the integration can be completed prior to the start of the fall 2016 term; and, that there are no short term needs for additional hires to successfully complete the integration.

SECTION III. Commendations, Recommendations, and Conclusion

The substantive change site visit team makes the following commendations and recommendations:

Commendations

- HIU's executive leadership and board of trustees are to be commended for their strategic innovation and approaching the university's current challenges by methodically conducting extensive due diligence on a wide range of options and their phased approach to decision-making.
- HIU's President is to be commended for initiating a strategic planning process early when it was clear new strategic priorities were needed to address the financial and enrollment growth.
- HIU and NCC are to be commended for the foundation they have laid in identifying the risks and benefits, unique contributions of both institutions, the possible synergy from the merger, and their commitment that both institutions are to benefit from the new structure.

Recommendations

1. HIU carefully monitor the growth of the enrollment at the NCC Branch Campus ensuring the same quality and consistency of the students' educational experience as students receive at the Fullerton campus. Consideration should be given to identifying an academic program director for each academic program offered at the NCC Branch Campus. (CFR 2.1, 2.2, 2.2a, 2.3, 2.6)

2. HIU carefully monitor mission alignment at the NCC Branch Campus and continue onboarding the faculty and staff to the HIU continuous improvement culture, quality assurance, mission, and core values. (CFR 1.2, 1.5)
3. That the strategic plan to be released in September 2016 includes a NCC Branch Campus master plan and costs carefully tracked during the merger for possible replication. (CFR 4.6)

Conclusion

Overall, HIU leadership presented strong evidence of their transparency and ability to address WSCUC standards and concerns for all aspects of the planned merger. Since beginning to work toward the merger, HIU and NCC have demonstrated a strong commitment to a successful merger that will strengthen both institutions. This includes engagement of the governing boards, administrative leadership, academic leadership, student support services, faculty, and enrollment management.

In conclusion, the WSCUC reviewers believe that both institutions demonstrate a commitment and necessary resources to successfully complete and solidify the merger while giving specific attention to providing students with additional opportunities. The WSCUC substantive change review team recommends approval of the substantive change that would result in a merger whereby HIU would be adding a branch campus in Papillion, Nebraska.

WSCUC Visit Schedule

MONDAY, DECEMBER 14, 2015

TIME	WSCUC members Maggie Bailey and Dan Sewell	
10:30am	Nebraska Team arrives	
Afternoon	WSCUC Team arrives at Hotel	

TUESDAY, DECEMBER 15, 2015

TIME	WSCUC members Maggie Bailey and Dan Sewell	Location
7:30 am	Team BREAKFAST at Hotel	
8:30 am	Team arrives on campus, oriented by ALO	Fullerton Campus - West Conference Room, Student Center
9:00-9:30 am	Dr. Derry, President	Fullerton Campus - President's Office, Nutwood West, Suite 213
9:30-10:15 am	Frank Scotti, VP for Business and Finance & Tony Clark, Interim President/CFO NCC	Fullerton Campus – West Conference Room, Student Center
10:15-10:30 am	Break	
10:30-11:15 am	Paul Alexander, VP for Academic Affairs Mark Krause, Academic Dean/Professor of Bible & Ministry NCC	Fullerton Campus - West Conference Room, Student Center
11:15-12:00 am	Michael Mulryan, V.P for Advancement	Fullerton Campus - West Conference Room, Student Center
12:00-12:30 pm	Mark Comeaux, V.P. for Student Affairs	Fullerton Campus - West Conference Room, Student Center
12:30-1:15 pm	Maggie Bailey, Dan Sewell, Tony Clark, Mark Krause, Andrew Wood, John Derry, Paul Alexander, Mark Comeaux, Michael Mulryan, Frank Scotti, and Teresa Smith	LUNCH Christensen Room

1:15-2:00 pm	Travel from Fullerton to Anaheim			
2:00-2:45 pm	Maggie Bailey Sr. Faculty NE/HIU: Joe Grana, Dean of the College of Ministry and Biblical Studies & Andrew Wood, Associate Professor of World Missions NCC	2:00- 2:40	Dan Sewell Teresa Smith, V.P. for Enrollment Management & Academic Coaches	Anaheim Campus - Executive Conference Room
3:00-3:45 pm	Maggie Bailey Board of Trustees	2:45- 3:20 3:20- 3:45	Ron Archer, Registrar & Tamsen Murray, Associate V.P. for Educational Effectiveness DLT: Micah Alston & Matt Wright	Anaheim Campus - Executive Conference Room
4:00-4:30	Dr. Derry, President			Anaheim Campus - Executive Conference Room