

November 17, 2020

Dr. Kevin Corsini
President
San Diego Christian College
200 Riverview Parkway
Santee, CA 92071

Dear President Corsini:

This letter serves as formal notification and official record of action taken concerning San Diego Christian College (SDCC) by the WASC Senior College and University Commission (WSCUC), at its meeting November 4-6, 2020, to remove the sanction of Probation and issue the sanction of Warning.

This action was taken after consideration of the report of the review team that conducted the Special Visit to SDCC September 16-18, 2020. The Commission also reviewed the institutional report and exhibits submitted by SDCC prior to the Special Visit and the institution's October 23, 2020 response to the team report. The Commission appreciated the opportunity to discuss the visit with you, and your colleagues Philip Sparling, Chairman, Board of Trustees, Bill Crawford, Interim Executive Vice President, Allen Garrett, Chief Financial Officer, Katina Evans, Vice President for Academics, and Lundie Carstensen, 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 status with WSCUC.

A Warning reflects the Commission's finding that an institution fails to meet one or more of the Standards of Accreditation. While on Warning, any new site or degree program initiated by the institution is regarded as a substantive change (see the Substantive Change Manual for details). The accredited status of the institution continues during the Warning period. The Commission action to issue a Warning is subject to Commission Review, described below.

Under U.S. Department of Education regulations, when the Commission finds that an institution fails to meet one or more of the Standards of Accreditation, it is required to notify the institution of the deficiencies and establish a time period within which the deficiencies must be corrected. Under the Commission's policies the timeframe may not exceed two years. If an institution has not remedied the deficiencies at the conclusion of this sanction period, the Commission is required, under U.S. Department of Education regulations, to withdraw the institution's accreditation or extend the timeframe for good cause shown. The extension may not exceed two years. The institution was first notified of the areas of non-compliance under WSCUC Standard 3 in a letter dated July 12, 2019. As of this Special Visit the institution demonstrated sufficient progress to warrant a less severe sanction (Warning). On the basis of good cause, the Commission allows an

extension of 18 months and requires the institution to respond to the issues related to its financial strength and sustainability to demonstrate that it is in compliance with Standard 3 by the Special Visit in spring 2022.

An institution under sanction must address the areas cited by the Commission expeditiously, with seriousness and the full attention of the institution's leadership. It is the responsibility of the Commission to determine, at the end of the sanction period, whether the institution has made the necessary corrections and has come into compliance with Commission Standards. (Please refer to pages 36-42 of the 2013 Handbook of Accreditation.)

It is also the responsibility of the institution to demonstrate to the Commission that it has understood the issues raised in this letter, responded to them satisfactorily, and has made the necessary changes to come into compliance with the Standard.

Actions

1. Receive the Special Visit team report focused on financial sustainability and stability; retention and graduation rates; co-curricular assessment; and use of data in decision-making
2. Remove Probation
3. Issue a Warning
4. Schedule a Special Visit in spring 2022 to address financial sustainability including diversification of revenue sources; enrollment management; and implementation of a collaborative resource allocation model
5. Schedule a progress report to be submitted by March 1, 2021 that consists of the FY20 audit.

Areas of Non-compliance. The Commission determined that San Diego Christian College continues to be out of compliance with Standard 3, specifically with CFR 3.4, as contained in the 2013 Handbook of Accreditation:

Standard 3: The institution sustains its operations and supports the achievement of its educational objectives through investments in human, physical, fiscal, technological, and information resources and through an appropriate and effective set of organizational and decision-making structures. These key resources and organizational structures promote the achievement of institutional purposes and educational objectives and create a high-quality environment for learning.

CFR 3.4: The institution is financially stable and has unqualified independent financial audits and resources sufficient to ensure long-term viability. Resource planning and development include realistic budgeting, enrollment management, and diversification of revenue sources. Resource planning is integrated with all other institutional planning. Resources are aligned with educational purposes and objectives.

In reviewing the institution's submission, team report, and interaction with SDCC representatives, the Commission found the following areas of noncompliance related to Standard 3.

Financial Strength and Sustainability: SDCC has experienced serious financial problems, including operating deficits, limited revenue streams, shortfalls in fundraising, and inaccurate budget projections based on aspirational rather than realistic expectations. In addition, SDCC has failed to address past audit findings and to carry out its financial sustainability plan. While the team noted progress in this area, additional work is needed to ensure SDCC's financial viability. Given SDCC's current and past financial situation, the Commission finds that the college continues to be out of compliance with CFR 3.4.

Enrollment Planning and Growth: SDCC needs to review and revise, as appropriate, its enrollment strategy, including analyzing and understanding the reasons for low enrollment and student attrition, identifying the appropriate mix of students and majors that best respond to community needs, and setting realistic and achievable enrollment targets. The team noted that new staffing in the area of recruitment and enrollment has the potential to produce positive enrollment gains in the future. However, more work is needed to identify realistic goals, use data to inform enrollment projections, and carefully monitor progress in achieving the goals. Given the critical role enrollment and tuition play in the financial stability of the institution, the Commission finds that SDCC is not in compliance with CFR 3.4.

The Commission requires the institution to respond to the following issues relating to the areas of non-compliance:

1. Execute the institution-wide plan for financial sustainability including the diversification of revenue based on realistic budget assumptions for enrollment and fundraising that are relevant to SDCC and the community it serves. (CFR 3.4)
2. Address and correct all findings detailed in the FY19 audit management letter as well as any FY20 audit findings. (CFR 3.4)
3. Use data and analysis to set realistic enrollment targets, taking into account the profile of a successful SDCC student and the desired or targeted mix of diverse student types and majors that respond to community needs. Carefully and continuously monitor assumptions and goals, updating as appropriate. (CFR 3.4; WSCUC Equity and Inclusion Policy)
4. Implement the collaborative resource allocation process ensuring that all stakeholder voices are included, paying particular attention to significant growth projections to ensure the viability of SDCC's offerings and the adequacy of resources to support courses, faculty and students. (CFR 3.4)

Additional Areas to Address. While the institution is currently in compliance with Standard 1 and Standard 2, the following areas require attention in order to sustain compliance and improve effectiveness:

1. Monitor the tracking of assessment data in both academic and co-curricular programs to ensure that appropriate cycles of assessment are sustained and subsequent decisions about funding and implementation of programs systematically reflect informed use of assessment findings and observations. (CFRs 2.7, 2.11)
2. Develop more formal mechanisms and a formal plan for diversifying faculty and staff to help ensure an inclusive environment for students. (CFR 1.4; WSCUC Equity and Inclusion Policy)

The Commission requires a meeting between the WSCUC staff and representatives of San Diego Christian College, including the Chief Executive Officer, representatives of the governing board, and senior faculty leadership, within 90 days from the date of this letter. The purposes of the meeting are to further clarify the reasons for the Commission's findings and bases for decision, to review the actions taken as of the date of the meeting, and to discuss the institution's plans for responding to this Commission action. WSCUC will contact SDCC's ALO to make arrangements for this meeting.

The Commission decision to impose this Warning is subject to Commission review. A request by the institution for Commission review is limited to one or more of the four bases outlined in the *2013 Handbook of Accreditation, Revised* (see pp. 40-42). If SDCC intends to seek review, the request, co-signed by the CEO and chair of the governing board, must be submitted to the president of the Commission within 28 days of the date of this letter together with the required fee.

Commission policy requires that in the case of a sanction, a public statement will be prepared in consultation with the institution acknowledging the institution's status. The Commission reserves the right to make the final determination of the nature and content of the public statement. The public statement must be posted on the institution's website.

Enclosed is a copy of a sample public statement, which SDCC may use as it stands. If you wish to propose revisions to the sample, your proposed changes must be forwarded by email to Dr. Tamela Hawley within 24 hours of receipt of this letter. In addition, any reference to WSCUC accreditation on the website should be accompanied by the words "Currently on Warning" and the public statement.

In accordance with Commission policy, a copy of this letter will be sent to the chair of SDCC's governing board. The Commission expects that the team report, this action letter, and the public statement will be posted in a readily accessible location on the SDCC'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.

Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,



Jamiene S. Studley
President

JSS/thh

Cc: Phillip Doolittle, Commission Chair
Lundie Carstensen, ALO
Philip Sparling, Board Chair
Members of the Special Visit team
Tamela Hawley, Vice President