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Mary Ellen Petrisko

July 8, 2016

Dr. Robert Underwood
President
University of Guam
303 University Drive
UOG Station
Mangilao, Guam 96923

Dear President Underwood:

This letter serves as formal notification and official record of action taken concerning the University of Guam (UOG) by the WASC Senior College and University Commission (WSCUC) at its meeting June 22-24, 2016. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to the University of Guam April 17-20, 2016. The Commission also reviewed the institutional report and exhibits submitted by UOG prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR and the institution's May 27, 2016 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and Senior Vice President and ALO Anita Borja Enriquez. 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 eight years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2023 and the Accreditation Visit in spring 2024
4. Schedule the Mid-Cycle Review in spring 2020
5. Schedule a Progress Report to be submitted by April 1, 2017 to report on the 6- and 8-year graduation rates for off-island Micronesian student populations
6. Schedule an Interim Report to be submitted by November 1, 2019 to address three of the Commission's five recommendations:
 - a. Institutional research
 - i. Steps that have been taken to expand the university's institutional research function
 - ii. Progress in strengthening data coding and data management practices

- iii. Examples of analyses undertaken since the 2016 visit related to student progress and degree completion at both the undergraduate and graduate levels, including a discussion of how the results have been used for improvement
- b. Student success
 - i. Progress of the Student Success Innovation Team (SSIT) in coordinating and monitoring retention, student achievement, and degree completion initiatives
 - ii. Description of ways in which campus initiatives focused on student success have been aligned in terms of goals and outcomes and integrated in terms of overlap and oversight
 - iii. Update on retention and graduation rates, both aggregated and disaggregated 6-year and 8-year graduation rates for off-island Micronesian students
- c. Program review
 - i. Description of changes to the program review process to enhance understanding of its purpose, simplify procedures, ensure timeliness, integrate priorities from Good to Great initiative into review criteria, and create accountability.

Commendations

The Commission commends the University of Guam in particular for:

1. Taking steps to implement each of the team’s recommendations immediately after the visit. The Commission is pleased to learn of the university’s efforts to: strengthen graduation rates; invest in data management; hire additional staff to support institutional research; institutionalize SSIT; enhance program review; and undertake co-curricular assessment.
2. Designing and carrying out the Good to Great (G2G) initiative. The Commission is impressed by this ambitious, progressive, comprehensive, and successful endeavor. The stated objective of prioritization is particularly commendable, as is the inclusion of the university’s stakeholders, internal and external, in shaping the initiative.
3. Demonstrating strong fiscal stewardship. In the face of challenging resource constraints, the university has achieved multi-year financial surpluses. The diversification of revenue streams has been critical to the university’s financial sustainability. The Commission applauds senior leadership for its fiscal discipline and for aligning resources with institutional priorities.
4. Developing an effective relationship with the Board of Regents. As reported by the team, the board is actively engaged, strongly independent, fully autonomous, and highly supportive of the University of Guam.
5. Focusing on regional needs. The university has demonstrated a deep commitment to regional needs and the public good through education, research and service.
6. Strengthening first-year retention to 74.5%. The University of Guam has implemented a range activities and practices that are leading to student success.

7. Creating a remarkably inclusive, collaborative culture focused on good university citizenship. The G2G process, in addition to a number of university initiatives, reflects this approach to collaborating across constituencies, in order to break down silos, create synergies, and forge a new unified direction for the university.

Recommendations

The Commission identifies the following issues for further development:

1. Continue to focus on improving undergraduate graduation and completion rates. This includes examining why students do not return; more detailed record keeping, including coding of non-degree seeking student, and disaggregating data with numbers and percentages for off-island Micronesian students; and more sophisticated analyses of attrition (CFR 2.10).
2. Expand the institutional research function to include research and analysis of trends related to completion, undergraduate and graduate, in addition to scheduled data reporting. This will enhance the already developing culture of data-informed decision-making (CFR 4.2).
3. Clarify the connections among multiple campus initiatives focused on student success, including the Student Success Innovation Team and the Academic Master Plans, with the intent to understand the diversity of students' educational goals. Designate an institutional locus of responsibility for student success to align and coordinate initiatives and ensure accountability (CFR 2.13).
4. Examine the academic program review process with an eye to clarifying the purpose, strengthening the impact, simplifying the procedures, creating accountability, ensuring timeliness, removing redundancies, and integrating the priorities from G2G into the review criteria (CFR 2.7).
5. Continue to develop co-curricular assessment and implement periodic review (CFR 2.11).

In taking this action to reaffirm accreditation, the Commission confirms that the University of Guam 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 the University of Guam'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 Guam'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 Guam 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,



Mary Ellen Petrisko
President

MEP/ bgd

Cc: William Ladusaw, Commission Chair
Anita Enriquez, ALO
Antoinette Sanford, Board Chair
Members of the Accreditation Visit team
Barbara Gross Davis, Vice President