

July 12, 2019

Ms. Vivian Sanchez  
CEO  
University of St. Augustine, Health Sciences  
700 Windy Point Drive  
San Marcos, CA 92069

Dear Ms. Sanchez:

This letter serves as formal notification and official record of action taken concerning University of St. Augustine, Health Sciences (USTAUG) by the WASC Senior College and University Commission (WSCUC) at its meeting June 28, 2019. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to University of St. Augustine, Health Sciences March 27-29, 2019. The Commission also reviewed the institutional report and exhibits submitted by University of St. Augustine, Health Sciences prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's June 11, 2019 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues: Dr. Divina Grossman, President and CAO; Ms. Ana Lopez-Blazquez, Chair, F&O Committee of the Board; Mr. Damon Conway, Altas Partner, Chair, Governance Committee of the Board; Mr. Sam Guo, Principal, Altas Partners; and Dr. Karen Gersten, SVP Academic Initiatives 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 Accreditation Visit team report
2. Reaffirm accreditation [REDACTED]
3. Schedule the next reaffirmation review with the Offsite Review in fall 2026 and the Accreditation Visit in spring 2027
4. Schedule the Mid-Cycle Review to begin May 1, 2022
5. Schedule an Interim Report to be submitted by November 1, 2022 to address
  - a. Sharing audited financial statements for the years 2019, 2020, and 2021.
  - b. Providing updates on any and all debt.
  - c. Providing an update on new Altas ownership, per recommendations from the structural change review.
  - d. Providing performance updates on execution of any new programs and locations.

The Commission commends University of St. Augustine, Health Sciences in particular for the following:

- A commitment to student success as exemplified in its mission statement and focus on whole person and programmatic outcomes.

- A dedicated and engaged faculty and staff who care for student success in a personal and comprehensive manner.
- The development of an expanding community of scholars dedicated to innovation and faithful transmission of healthcare best practices to its students.
- A robust faculty governance structure and faculty development programs.
- Excellent and well-used facilities, technology and learning resources, and strategies.
- Careful integration of support services, marketing communications, and public relations into the campus academic life.
- Innovations in new student interview and admissions processes, along with faculty recruitment and onboarding processes which establish rapport and reinforcement of the brand, thus contributing to high student persistence and completion and faculty professional satisfaction.
- An impressive management team that conveys confidence in their ability to execute operationally and inspire faculty and staff excellence.
- A new corporate structure providing increased institutional autonomy and financial flexibility.
- Healthy commitment to balanced financial operations.
- Affordable, competitive pricing with student scholarships for new programs.
- A well thought out corporate transition plan and timely execution of developing independent operational capabilities previously provided by Laureate.
- A well-prepared and credible strategic plan with supporting financial models that demonstrates a strong grasp of the business and marketplace for health sciences higher education.

The Commission requires the institution to respond to the following issues in the next institutional report for reaffirmation, and in an interim report as specified in this letter:

- Continue development of strategies for effective use of enhanced Institutional Research assessment capabilities providing data to support actionable evidence-based decision making with particular focus on using comparative and longitudinal data that are curated, retrievable and increasingly used by faculty and administrators for strategic improvements. (CFR 4.2)
- Continue concerted focus on Interprofessional Education (IPE) by fully maturing your comprehensive definition and philosophy of IPE in the healthcare workplace and its function in personal and professional growth and skills needed in society. (CFR 1.2)
- Enhance communication between and among faculty and administration regarding strategic plans for program expansion, branch campus development, faculty growth models, clinical site development, student recruitment and the inherent tensions between desired faculty and staff numbers and facilities growth with balance to program quality. (CFR 4.6)
- Provide periodic reports of financial information pertinent to debt management and retirement. (CFRs 1.7 and 3.4)
- Continue innovations in online educational standards as you address issues of course design and template consistencies across and among disciplines, campuses and student engagement locations. (CFR 4.1)

- Continue to develop creative and industry leading methods for expanding clinical training sites and effective communication and scheduling methodologies to prepare students for the complexities of matching for clinical rotation sites. (CFRs 3.4, 4.5, and 4.6)

In taking this action to reaffirm accreditation, the Commission confirms that University of St. Augustine, Health Sciences 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, University of St. Augustine, Health Sciences 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 University of St. Augustine, Health Sciences's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the University of St. Augustine, Health Sciences'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 University of St. Augustine, Health Sciences 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/ lw

Cc: Reed Dasenbrock, Commission Chair  
Karen Gersten, ALO  
John Hoey, Board Chair  
Members of the Accreditation Visit team  
Lori Williams, Vice President