

March 4, 2019

Dr. Paul Fitzgerald, S.J.
President
University of San Francisco
2130 Fulton St.
San Francisco, CA 94117-1080

Dear President Fitzgerald:

This letter serves as formal notification and official record of action taken concerning University of San Francisco (USF) by the WASC Senior College and University Commission (WSCUC) at its meeting February 22, 2019. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to USF October 7-10, 2018. The Commission also reviewed the institutional report and exhibits submitted by USF prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's January 14, 2019 response to the team report. The Commission appreciated the opportunity to discuss the visit with you, and your colleagues: Shirley McGuire, Senior Vice Provost for Academic Affairs and Deborah Panter, Associate Vice Provost for Educational Effectiveness and Accreditation Liaison 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. Reaffirm accreditation for a period of ten years
3. Schedule the next reaffirmation review with the Offsite Review in spring 2028 and the Accreditation Visit in fall 2028
4. Schedule the Mid-Cycle Review to begin May 1, 2024
5. Schedule an Interim Report to be submitted by November 1, 2023 to address all recommendations contained in this letter

The Commission commends USF in particular for the following:

1. A well-articulated commitment to integrating the University's mission into all aspects of the institution's life and educational efforts.
2. Retention and graduation rates that reflect a commitment to student success and to closing the achievement gap.
3. Candor and clarity in disclosing both achievements and challenges in the report and during the visit.

4. The collaborative spirit and resourcefulness of cross-institutional leadership teams to address major institutional challenges and opportunities.
5. Proactive responses to a range of financial issues facing the institution, including open communication between University leadership and the Board of Trustees.
6. The implementation of appropriate technologies to identify and solve problems at the institutional and program level, and to support student success.
7. The commitment to orient and engage new Trustees deeply in the mission of the institution.

The Commission requires the institution to respond to the following issues with an update on progress included in the Interim Report scheduled for fall 2023:

1. Develop and articulate strategic goals and objectives to guide initiatives and resource development that align with the University mission and a vision of the future. (CFRs 3.7, 4.5, 4.6, 4.7)
2. Develop a formal deliberative body, independent of the Faculty Association Policy Boards, to establish shared governance that will improve lines of communication and ensure participatory decision-making. (CFRs 2.4, 3.10, 4.5, 4.6)
3. Address pressing issues facing the Law School, including permanent leadership, admissions profile, improvement in the bar passage rate, fiscal stability, and the placement of graduates. (CFRs 1.6, 2.1, 2.6, 2.10-2.14, 4.4, 4.5)
4. Build expertise in program review and planning at the department and program level, and support professional development for the assessment of learning outcomes in both curricular and co-curricular programs. (CFRs 3.3, 4.4)
5. Develop formal, timely, and informative channels of communication that allow for advice and dialogue across the campus prior to major decisions and implementation. (CFRs 3.7, 4.2, 4.3)
6. Improve methods of systematically surveying alumni in order to create a fuller picture of the impact of a USF education. (CFR 4.1)

In taking this action to reaffirm accreditation, the Commission confirms that USF 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, USF 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 USF's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the USF'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 USF 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/do

Cc: Reed Dasenbrock, Commission Chair
Deborah Panter, ALO
Stephen Hamill, Board Chair
Members of the Accreditation Visit team
Richard Osborn, Vice President