

WASC CPR Recommendations

Recommendation	Responsible Person/Group	Comment	Timeframe	CPR Essay	Status
Increase staffing and operational support for the Office of Institutional Research in order to assist departments and schools with their data needs.	Administrative Cabinet	The Administrative Cabinet approved budget for this position in the spring of 2006; the position has been filled.	Completed.	Data Portfolio	Completed.
Add a new position among professional librarians to meet the electronic information needs of the community, including campuses at some distance from the main campus in San Diego (Bakersfield, Arcadia, Inland Empire, etc.)	Administrative Cabinet	This position was promoted by the Provost and ultimately approved by the Administrative Cabinet and the President for AY 2006-2007.	Completed.	Standards One and Three	Completed.
Add a brief paragraph under each of the University's Core Values to explicate the meaning more precisely, especially in terms of "Global Perspective and Experience," and "Cultural Diversity."	Administrative Cabinet	The President will present this idea to all units concerned, including the Board of Trustees leadership.	Fall, 2006	Diversity	Completed.
Add a brief paragraph under each of the University's Core Values to explicate the meaning more precisely, especially in terms of "Global Perspective and Experience," and "Cultural Diversity."	Board of Trustees	The President will present this idea to all units concerned, including the Board of Trustees leadership.	Fall, 2006	Diversity	Completed.
Increase opportunities for members of the Board of Trustees to meet faculty on a personal level.	Board of Trustees	This has been institutionalized in meetings of the Board of Trustees as a regular feature.	Fall, 2006	Standards One and Three	Completed.
Add a new position among professional librarians to meet the electronic information needs of the community, including campuses at some distance from the main campus in San Diego (Bakersfield, Arcadia, Inland Empire, etc.)	Director of the Library	This position was promoted by the Provost and ultimately approved by the Administrative Cabinet and the President for AY 2006-2007.	Completed.	Standards One and Three	Completed.
Collect faculty and staff data on an annual basis, particularly for the purpose of projecting retirement trends over the coming years and financial implications.	Human Resources	The Director of Institutional Research and the Human Resources Office will collaborate on this recommendation.	Annual reporting is in place.	Data Portfolio	Completed.
Increase the use of teleconferencing to allow faculty at other PLNU campuses to become involved in committees and task force groups.	Information Technology Services	Teleconferencing, implemented already in many settings to include other campuses, will be announced to and encouraged of the entire University.	Fall, 2006	Standards One and Three	Completed.
Document faculty accomplishments annually by electronic means.	Information Technology Services	This has been on the agenda of the Provost's Council. Though faculty accomplishments are documented, implementation of this approach will require cooperation between academic units, ITS, Vice Provost for Academic Administration and Institutional Research.	AY 2006-2007	Standards One and Three	Completed.

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Provide a central location for the Data Portfolio, building and maintaining these tables automatically by means of the institutional data base (CARS).	Information Technology Services	With the WASC Web site as a beginning, PLNU now has a link to University Data Tables, a central location for data. Automating this process, however, will take more time.	AY 2008-2009	Data Portfolio	Completed.
Collect faculty and staff data on an annual basis, particularly for the purpose of projecting retirement trends over the coming years and financial implications.	Office of Institutional Research	The Director of Institutional Research and the Human Resources Office will collaborate on this recommendation.	Annual reporting is in place.	Data Portfolio	Completed.
Store raw survey data electronically with appropriate privacy protections.	Office of Institutional Research	This policy will be implemented immediately in the Office of Institutional Research, though there may have to be budget adjustments.	AY 2006-2007	Data Portfolio	Completed.
Improve the orientation of graduate students to University support services.	Office of Spiritual Development	Existing orientation session will be expanded to include more student services information.	AY 2006-2007	Standards Two and Four	Completed.
Improve the orientation of graduate students to University support services.	Office of Student Development	Existing orientation session will be expanded to include more student services information.	AY 2006-2007	Standards Two and Four	Completed.
Include the School of Theology and Christian Ministry in future strategies vis-à-vis the sponsoring denominational church.	Office of the President	The President accepts this as a principle for future actions.	Accepted and in place.	Standards One and Three	Completed.
Link the work of the Office of International Studies with the Diversity Committee.	Office of the President	The President will convene the Diversity Committee in the fall of 2006 for this purpose, in consultation with the Vice Provost for International Studies. The Director of International Studies is a member of the Diversity Committee and serves to engage students and provide information and input regarding international student issues. Therefore, the linkage is strong, direct, and continuing.	Fall, 2006	Diversity	Completed.
Add a brief paragraph under each of the University's Core Values to explicate the meaning more precisely, especially in terms of "Global Perspective and Experience," and "Cultural Diversity."	Office of the President	The President will present this idea to all units concerned, including the Board of Trustees leadership.	Fall, 2006	Diversity	Completed.
Establish a three-year planning cycle.	Office of the President	This recommendation has been implemented by the Strategic Planning Committee and approved by the President.	Spring, 2006	Planning	Completed.

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Inquire further as to why there may be an information gap between adjunct and full-time faculty, as well as graduate and undergraduate faculty, regarding commitment to graduate programs.	Office of the President	This was addressed by the President in faculty meetings in the fall and spring of 2005-2006. The Provost re-stated, in a white paper and in person to the entire faculty, the University's commitment to graduate programs.	AY 2006-2007	Standards Two and Four	Completed.
Take steps to foster an institutional commitment to support the growth of graduate education and professional development.	Office of the President	This was addressed by the President in faculty meetings in the fall and spring of 2005-2006. The Provost re-stated, in a white paper and in person to the entire faculty, the University's commitment to graduate programs.	AY 2006-2007	Standards Two and Four	Completed.
Increase opportunities for members of the Board of Trustees to meet faculty on a personal level.	Office of the President	This has been institutionalized in meetings of the Board of Trustees as a regular feature.	Accepted and in place.	Standards One and Three	Completed.
Document faculty accomplishments annually by electronic means.	Office of the Provost	This has been on the agenda of the Provost's Council. Though faculty accomplishments are documented, implementation of this approach will require cooperation between academic units, ITS, Vice Provost for Academic Affairs and Institutional Research.	AY 2006-2007	Standards One and Three	Completed.
Add a new position among professional librarians to meet the electronic information needs of the community, including campuses at some distance from the main campus in San Diego (Bakersfield, Arcadia, Inland Empire, etc.)	Office of the Provost	This position was promoted by the Provost and ultimately approved by the Administrative Cabinet and the President for AY 2006-2007.	Completed.	Standards One and Three	Completed.
Continue the orientation and preparation of adjunct faculty with sessions at the beginning of each academic year.	Provost's Council	After a successful trial run in the fall of 2005, the Provost's Council has made plans for establishing this as a regular program for adjunct faculty.	August, 2006, is the next offering.	Standards Two and Four	Completed.
Document faculty accomplishments annually by electronic means.	Provost's Council	This has been on the agenda of the Provost's Council. Though faculty accomplishments are documented, implementation of this approach will require cooperation between academic units, ITS, Vice Provost for Academic Affairs and Institutional Research.	AY 2006-2007	Standards One and Three	Completed.
Study and modify the structure of the SPC with the goal of optimizing the communication between planning and budgeting and ensuring direct information access to key University areas.	Strategic Planning Committee	The Strategic Planning Committee implemented this recommendation late in the spring of 2006 as a result of its own evaluation.	Accepted and in place.	Planning	Completed.

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Establish a three-year planning cycle.	Strategic Planning Committee	This recommendation has been implemented by the Strategic Planning Committee and approved by the President.	Spring, 2006	Planning	Completed.
Improve the documentation of assessment activities, providing clarity of reporting guidelines, standardizing the documentation system, and providing support for units with external accreditation to comply seamlessly with standardized documentation and formatting guidelines.	Assessment Committee	The Assessment Committee is formulating a Web-based documentation system and a Web site with resources and reporting guidelines to improve communication with assessment leaders.	AY 2006-2007	Assessment	Consultants will be invited to campus to work with different disciplines because assessment looks different in each discipline. Improved communication is the goal of the committee.
Improve academic support in the following ways: 1) document the use of literature in the field of study and its availability to graduate students and faculty for their research agenda, 2) assure the commitment of library and media services in developing graduate-level facilities and resources, 3) review curricula, faculty involvement, academic resources and technology for currency in scholarly literature, and 4) conduct a "best practices" survey of graduate curricula, textbooks, professional/academic journals, and conference proceedings available to faculty and students at comparable graduate institutions.	Information Technology Services	Under the direction of the Office of the Provost, these steps toward improving academic support will be taken in collaboration with the Director of the Library, the Chief Information Officer, and the Graduate Studies Committee.	AY 2006-2007	Standards Two and Four	Currently searching for an Instructional Services Librarian for Graduate Studies. Some of this work will demand improvements in assessments and resource use analysis.
Improve and deepen the culture of assessment and assessment activities by reaching full compliance (100%) of assessment activities (plan, measurement, data analysis, and use of results) for all academic degrees and major programs.	Co-curricular Unit Leaders	Liaison members of the Assessment Committee are working with schools and departments to reach full compliance.	AY 2006-2007	Assessment	Data has been collected since 2004 and is available on-line. Data-driven improvement is the goal. After data collection the leaders are working on follow-up to improve the program for students.
Make weekly chapel experiences a focal point for underscoring the Core Value of ethnic and gender diversity, including ethnic diversity in music and worship styles, the demographics of speakers heard, addressing topics of racism and sexism, celebrating the value of diversity, and educating students in this regard.	Vice President for Spiritual Development	In light of the change in leadership in the position of Vice President for Spiritual Development (summer of 2006), this will be referred to the new Vice President upon installation.	AY 2006-2007	Diversity	Deferred until new VP position filled.

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Provide writing support for all classes that engage in formative writing.	Tutorial Services	This recommendation has been referred to Tutorial Services.	AY 2006-2007	Educational Effectiveness Indicators	Diagnostic tests are given to all freshmen. Those that need remediation or who are recommended by their professors are assigned to tutors at the writing center. The tutoring lasts 10 weeks and tutors are encouraged to keep in contact with tutees. The philosophy is to change the writer and as a result you will change the product.
Expand interaction and input of faculty with Student Development and Spiritual Development.	Vice President for Spiritual Development	This collaboration will be an on-going discussion among Provost and Vice Presidents in Student/Spiritual Development. Support staff will participate in brainstorming sessions relative to specific strategies.	AY 2006-2007	Standards One and Three	Faculty are included in the reconvened Spiritual Life committee. Faculty from the School of Theology and Christian Ministry served as Chapel speakers in 2006-2007. A pilot meeting combining the Provost's Council and the Student Development senior staff will take place during the spring semester.
Expand interaction and input of faculty with Student Development and Spiritual Development.	Office of the Provost	This collaboration will be an on-going discussion among Provost and Vice Presidents in Student/Spiritual Development. Support staff will participate in brainstorming sessions relative to specific strategies.	AY 2006-2007	Standards One and Three	Faculty are included in the reconvened Spiritual Life committee. Faculty from the School of Theology and Christian Ministry served in 2006-2007 as Chapel speakers. A pilot meeting combining the Provost's Council and the Student Development senior staff will take place during the spring semester.
Increase the level of institutional support for the Center for Justice and Reconciliation and the Margaret Stevenson Center for Women's Studies in order to increase their impact on the University community.	Administrative Cabinet	This will have to be addressed in budget requests in the spring of 2007.	Spring, 2007	Diversity	Funding approval to be determined by the Administrative Cabinet.
Increase the level of institutional support for the Director of Diversity and International Students along with the M.O.S.A.I.C. student club alliance.	Administrative Cabinet	This will have to be addressed in budget requests in the spring of 2007.	Spring, 2007	Diversity	Funding approval to be determined by the Administrative Cabinet.
Increase the level of institutional support for the Center for Justice and Reconciliation and the Margaret Stevenson Center for Women's Studies in order to increase their impact on the University community.	Office of the Provost	This will have to be addressed in budget requests in the spring of 2007.	Spring, 2007	Diversity	Funding approval to be determined by the Administrative Cabinet.

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Increase the level of institutional support for the Director of Diversity and International Students along with the M.O.S.A.I.C. student club alliance.	Vice President for Student Development	This will have to be addressed in budget requests in the spring of 2007.	Spring, 2007	Diversity	Funding approval to be determined by the Administrative Cabinet.
Increase the level of institutional support for the Associate Director of Outreach in the Admissions Office in order to expand programs for under-represented populations.	Dean of Admissions	This will have to be addressed in budget requests in the spring of 2007.	Spring, 2007	Diversity	Funding approval to be determined by the Administrative Cabinet. Diversity recruitment in admissions has been linked with Latino and African-American groups, organizations, and churches to engage prospective students with University events and recruitment opportunities.
Improve and deepen the culture of assessment and assessment activities by reaching full compliance (100%) of assessment activities (plan, measurement, data analysis, and use of results) for all academic degrees and major programs.	Assessment Committee	Liaison members of the Assessment Committee are working with schools and departments to reach full compliance.	AY 2006-2007	Assessment	General attitude has improved across the University according to members and chair of assessment committee. Each discipline is collecting data. An outline is available and each department is working on updating information. A webpage has been created to share assessment information.
Create more formal policies and procedures to protect the University as it grows through off-main campus programs, including the professional development of graduate faculty, careful review of course syllabi, and examination of department/school expectations for support of the Mission of the University.	Academic Policies Committee	The recent report from Maguire Associates has been referred by the President to various groups to address the issues uncovered in that document. The President will outline the challenges and ask for responses and planned actions for the improvement of policies and procedures.	AY 2006-2007	Standards Two and Four	GSC has recently taken steps to ensure that policy and procedures for new graduate programs and curriculum changes mirror APC policy.
Make available a glossary of terms for the data set.	Office of Institutional Research	The Office of Institutional Research will work with the chair of the WASC Data Portfolio Committee.	AY 2006-2007	Data Portfolio	In Process.
Study data on class size and current and future classroom needs of the University as part of the academic planning process.	Office of Institutional Research	The plan is to study this issue under the direction of the Vice Provost for Academic Administration in cooperation with Institutional Research.	AY 2006-2007	Data Portfolio	In Process.
Document the use of data in official reports as part of the University's effort to have a culture of evidence and verify its usefulness in decision making and improvement.	Office of the President	This new policy will require notification to all University personnel by senior administration.	AY 2006-2007	Data Portfolio	In Process.

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Collect faculty and staff data on an annual basis, particularly for the purpose of projecting retirement trends over the coming years and financial implications.	Office of the Provost	The Director of Institutional Research and the Human Resources Office will collaborate on this recommendation.	Annual reporting is in place.	Data Portfolio	In Process.
Give increased attention to the impact of proposals relative to the need for information and technology resources, especially at the graduate level.	Graduate Studies Committee	The proposal template for Graduate Studies committee will add this component. The template for the Academic Policies Committee (undergraduate) has implemented this already. The Director of the Library and the Chief Information Officer (ITS) will collaborate with these two groups as needed.	AY 2006-2007	Standards One and Three	ITS and Library Services is now a part of new program proposal.
Develop library resources addressing specific needs of disciplines and departments and schools, such as a digitized music listening library, discipline-specific electronic journals, and on-site library collections at other campuses.	Information Technology Services	This has been referred to the Director of the Library and the Chief Information Officer.	AY 2006-2007	Standards One and Three	ITS has implemented several new resources in support of the library, including support of new databases and upgrades to existing systems. Continuing support will be provided as needed.
Study ways to integrate students' transformational study-abroad experiences with diverse cultures and ethnic groups with the larger context of campus climate.	Diversity Committee	The President will convene the Diversity Committee in the fall of 2006 for this purpose, in consultation with the Vice Provost for International Studies.	Fall, 2006	Diversity	PLNU students can integrate transformational cultural and ethnic experiences by being invited to share their experiences in small groups or in a larger forums such as study abroad chapel. The Vice Provost is a member of the Diversity Committee.
Document the use of data in official reports as part of the University's effort to have a culture of evidence and verify its usefulness in decision making and improvement.	Administrative Cabinet	This new policy will require notification to all University personnel by senior administration.	AY 2006-2007	Data Portfolio	President's Cabinet will discuss and implement.
Improve the level of access to academic resources for graduate students with the goal of improving the level of academic rigor in research and scholarly activity.	Provost's Council	The Honors Scholars Program will be studied with the possibility of including graduate-level students as well as undergraduates. Library holdings will be studied for adequacy.	AY 2006-2007	Standards Two and Four	Provost delivered a white paper during the spring semester of 2006-2007 on Graduate Education.
Develop measures for retention and graduation rates at the graduate level and analyze the results for possible action.	Provost's Council	This recommendation will be a focus for each of the College deans who serve on the Provost's Council. Program directors, who are closest to these students, will work on a survey design to gather data.	AY 2006-2007	Standards Two and Four	Provost delivered a white paper during the spring semester of 2006-2007 on Graduate Education.

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Inquire further into the weaker item response of graduate faculty as compared to undergraduate faculty regarding the institution's commitment to long-term success in professional development.	Graduate Studies Committee	The Graduate Studies Committee will look into this as part of their agenda for the coming academic year. Results will be reported in the EER report.	Fall 2006, 2007	Standards Two and Four	Provost delivered a white paper on Graduate Education. A new Vice Provost of Graduate Studies has been named.
Create more formal policies and procedures to protect the University as it grows through off-main campus programs, including the professional development of graduate faculty, careful review of course syllabi, and examination of department/school expectations for support of the Mission of the University.	Graduate Studies Committee	The recent report from Maguire Associates has been referred by the President to various groups to address the issues uncovered in that document. The President will outline the challenges and ask for responses and planned actions for the improvement of policies and procedures.	AY 2006-2007	Standards Two and Four	Provost delivered a white paper on Graduate Education. A new Vice Provost of Graduate Studies has been named.
Create more formal policies and procedures to protect the University as it grows through off-main campus programs, including the professional development of graduate faculty, careful review of course syllabi, and examination of department/school expectations for support of the Mission of the University.	Office of the Provost	The recent report from Maguire Associates has been referred by the President to various groups to address the issues uncovered in that document. The President will outline the challenges and ask for responses and planned actions for the improvement of policies and procedures.	AY 2006-2007	Standards Two and Four	Provost delivered a white paper on Graduate Education. A new Vice Provost of Graduate Studies has been named.
Take steps to foster an institutional commitment to support the growth of graduate education and professional development.	Office of the Provost	This has been addressed by the President in faculty meetings in the fall and spring of 2005-2006. The recently installed Provost will clarify, in a white paper and in person to the entire faculty, the University's commitment to graduate programs.	AY 2006-2007	Standards Two and Four	Provost delivered a white paper on Graduate Education. A new Vice Provost of Graduate Studies has been named.
Inquire further as to why there may be an information gap between adjunct and full-time faculty, as well as graduate and undergraduate faculty, regarding commitment to graduate programs.	Office of the Provost	This has been addressed by the President in faculty meetings in the fall and spring of 2005-2006. The recently installed Provost will clarify, in a white paper and in person to the entire faculty, the University's commitment to graduate programs.	AY 2006-2007	Standards Two and Four	Provost delivered a white paper on Graduate Education. A new Vice Provost of Graduate Studies has been named.

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<p>Improve academic support in the following ways: 1) document the use of literature in the field of study and its availability to graduate students and faculty for their research agenda, 2) assure the commitment of library and media services in developing graduate-level facilities and resources, 3) review curricula, faculty involvement, academic resources and technology for currency in scholarly literature, and 4) conduct a "best practices" survey of graduate curricula, textbooks, professional/academic journals, and conference proceedings available to faculty and students at comparable graduate institutions.</p>	<p>Office of the Provost</p>	<p>Under the direction of the Office of the Provost, these steps toward improving academic support will be taken in collaboration with the Director of the Library, the Chief Information Officer, and the Graduate Studies Committee.</p>	<p>AY 2006-2007</p>	<p>Standards Two and Four</p>	<p>Provost delivered a white paper on Graduate Education. A new Vice Provost of Graduate Studies has been named.</p>
<p>Improve and deepen the culture of assessment and assessment activities by reaching full compliance (100%) of assessment activities (plan, measurement, data analysis, and use of results) for all academic degrees and major programs.</p>	<p>School Deans</p>	<p>Liaison members of the Assessment Committee are working with schools and departments to reach full compliance.</p>	<p>AY 2006-2007</p>	<p>Assessment</p>	<p>Resources are being made available through the administration for assessment leadership. President's cabinet will allocate resources according to need. The Provost has recommended to the Cabinet that a new position of "Director of Assessment" be established to handle the Assessment data collection and to oversee this information.</p>
<p>Study ways to integrate students' transformational study-abroad experiences with diverse cultures and ethnic groups with the larger context of campus climate.</p>	<p>Office of International Studies</p>	<p>The President will convene the Diversity Committee in the fall of 2006 for this purpose, in consultation with the Vice Provost for International Studies.</p>	<p>Fall, 2006</p>	<p>Diversity</p>	<p>Some strategies include: chapel for students with study abroad experiences, Africa Care groups, coordination among all student groups (study abroad, international students, MOSAIC, CJR) for a variety of activities, monthly Cultural Exchange Luncheons, and establishing mentors and student leaders for the transition process for study abroad students returning to the University community.</p>

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Encourage faculty in GE courses to make more explicit the meta-cognitive levels of their disciplinary work.	General Education Committee	The Dean of General Education has this as a goal for the next academic year.	AY 2006-2007	Educational Effectiveness Indicators	Testing and data collection have been done since spring of 2004. Program changes have been made in each department and program as appropriate. Current courses are meeting expectations, but departments and programs will remain alert to ways of improving results.
Clarify and strengthen the role of the Diversity Committee, especially in terms of its potential role in the strategic planning process.	Office of the President	The President will convene the Diversity Committee in the fall of 2006 for this purpose, in consultation with the Strategic Planning Committee.	AY 2006-2007	Diversity	The first steps of this process have already begun with the work of the Provost and the co-chair of the Diversity Committee in the analysis of data on retention, graduation, performance, and other tracking data.
Develop library resources addressing specific needs of disciplines and departments and schools, such as a digitized music listening library, discipline-specific electronic journals, and on-site library collections at other campuses.	Director of the Library	This has been referred to the Director of the Library and the Chief Information Officer.	AY 2006-2007	Standards One and Three	The JSTOR database went live in January 2007. The Library Director is currently obtaining quotes for new/additional full-text electronic journal resources. Funding for the addition of these databases must be approved.
Link the work of the Office of International Studies with the Diversity Committee.	Vice Provost for International Studies	The President will convene the Diversity Committee in the fall of 2006 for this purpose, in consultation with the Vice Provost for International Studies.	Fall, 2006	Diversity	The linkage to strategic planning for the institution comes through the university's administrative and program structure. The members of the Diversity Committee serve in many departments and offices in the university. Those departments conduct programs and services which address the university's mission and goals, including diversity.
Create a University-wide communication strategy to keep the PLNU community informed about the progress in planning.	Office of the President	The co-chairs of the Strategic Planning Committee will institute an electronic means of highlighting the planning activities at the University.	AY 2006-2007	Planning	The new PointCom is the method that was created to address this need. It is disseminating planning information as well as other "big picture" information of interest to PLNU. It is a monthly web-based venue.

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Create a University-wide communication strategy to keep the PLNU community informed about the progress in planning.	Strategic Planning Committee	The co-chairs of the Strategic Planning Committee will institute an electronic means of highlighting the planning activities at the University.	AY 2006-2007	Planning	The new PointCom is the method that was created to address this need. It is disseminating planning information as well as other "big picture" information of interest to PLNU. It is a monthly web-based venue.
Develop measures for retention and graduation rates at the graduate level and analyze the results for possible action.	Graduate program directors	This recommendation will be a focus for each of the College deans who serve on the Provost's Council. Program directors, who are closest to these students, will work on a survey design to gather data.	AY 2006-2007	Standards Two and Four	The newly appointed Vice Provost for Graduate Studies has proposed a system-wide tool, perhaps similar to what is being used in the MBA program. The School of Nursing uses the cohort model in which it is fairly easy to track retention. The Master of Science in Nursing currently completes an exit interview with each graduating student, and completes a 1 and 5-year post-graduate survey as well.
Give increased attention to the impact of proposals relative to the need for information and technology resources, especially at the graduate level.	Director of the Library	The proposal template for Graduate Studies committee will add this component. The template for the Academic Policies Committee (undergraduate) has implemented this already. The Director of the Library and the Chief Information Officer (ITS) will collaborate with these two groups as needed.	AY 2006-2007	Standards One and Three	The one roadblock to effectiveness is that those proposing new program may be unaware of library's current resources or how they could be improved to meet new needs in a given subject area. A requirement to contact the Library Director or the department/school liaison librarian has been added to the proposal template for both APC and GSC, and the updated process is in place.