

Special Visit Report

February 23, 2024

Humphreys University

Stockton, CA

Submitted by

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[2023 Fall Snapshot Report](#)

[WSCUC Task Force Report January 2024](#)

[Enrollment Model](#)

[2024-2029 Strategic Plan](#)

[2024-2029 Strategic Plan Expenses, Revenue, and Implementation](#)

[2024-2029 Strategic Plan Revenue - Strat 1.1-8; 2.2A.a](#)

[2024-2029 Strategic Plan Revenue - Strat 2, Tactic 1](#)

[2024-2029 Strategic Plan Revenue - Strat 2, Tactic 2a](#)

[2024-2029 Data Behind the Strategic Plan](#)

[2023 ABLE HU Pathway MOU](#)

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[Trusteeship Committee Agenda May 2023](#)

[Humphreys Board of Trustees Minutes June 2023](#)

[Humphreys By-Laws Revised 2023](#)

[Board Survey Summary](#)

[Current Landscape of Higher Ed](#)

[Principles of Good Governance](#)

[Humphreys Board of Trustees Minutes August 2023](#)

[Trusteeship Committee Minutes November 2023](#)

[Trusteeship Committee Minutes February 2024](#)

[Trusteeship Committee Minutes August 2023](#)

[Finance and Investment Committee Minutes February 2024](#)

[Finance and Investment Committee Minutes November 2023](#)

[Finance and Investment Committee Minutes August 2023](#)

[Humphreys University Investment Policy Statement 2023](#)

[Signature Authority Policy 2023](#)

[Conflict of Interest Policy-CSMC 2023](#)

[Advancement Committee Minutes February 2024](#)

[Draft Onboarding Packet](#)

[Humphreys Board of Trustees Minutes December 2023](#)

[2023 Summer Snapshot Report](#)

[2023 Spring Snapshot Report](#)

[ILO Assessment Calendar](#)

Nature of the Institutional Context and Major Changes Since the Last WSCUC Visit

Overview of the Institution

Humphreys University has been providing higher education since 1896. It was accredited by WSCUC in 1992. The mission of the university at the time of the prior Special Visit was:

Humphreys University prepares students for meaningful careers and professions through a high-quality educational experience, strongly informed by the liberal arts, and directed to the specific and changing needs of students from diverse ethnic, cultural, economic, and educational backgrounds.

By the time of the upcoming Special Visit, as part of its strategic planning process, the university's mission will be updated and clarified as follows:

Humphreys University prepares students for meaningful careers and professions through an accessible, guided, supportive, and high-quality educational experience and directed to the specific and changing needs of students from diverse ethnic, cultural, economic, and educational backgrounds.

At its main campus in Stockton, Humphreys University offers associate, baccalaureate, and graduate degrees in areas of liberal studies, business, law, and education. At its off-campus site 25 miles south in the Modesto area, the university offers its undergraduate degree programs. Previously, between 2014 and 2023, the university offered a program at an educational facility in the City of Industry in Southern California, referred to as "Arcadia" or "Maxwell College," which was created as a completion program for international students. The university has discontinued the Arcadia/Maxwell College program.

In Winter 2024, Humphreys University enrolled 608 students, with 147 (24%) in undergraduate programs and 461 (76%) in graduate programs. The student body of Humphreys University historically has been and continues to be notably diverse. The student body of Humphreys University historically has been and continues to be notably diverse. 28% of the university's students are Hispanic; 20% are White; 9% are Asian or Pacific Islander; 7% are Black or African American; and 32% are U.S. nonresidents. The university's students are 70% women ([2023 Fall Snapshot Report](#)).

Humphreys University's programs are approved by WSCUC to be offered on-site and/or at a distance. The university began offering some courses online as early as the mid-2010s. However, beginning in 2021, the university started to offer many courses in a blended format, meaning that students could choose to attend in person with a professor present at a campus or participate interactively via Zoom from a distance location. Most of the university's students choose to attend classes at a distance via Zoom, although the law program has a significant number of its students attending on campus with an instructor each week. Notably, the court reporting and Master of Arts in Education programs are offered only at a distance, and the MBA with a concentration in Information Technology is offered mostly at a distance but requires a face-to-face weekend each term at the university's Stockton campus.

Major Changes Since the Last WSCUC Visit

Humphreys University has undergone and undertaken several major changes since the last WSCUC visit, discussed in this report below. Highlights include:

- completing the university's inclusive strategic planning process;
- expanding on board development activities, including a board retreat, and restarting dormant board committees;
- discontinuing the Arcadia/Maxwell College program and teaching out the students enrolled in that program;
- finalizing an MOU with ABLE Charter Schools that clarifies the pathway to the university for ABLE's students; and
- continuing to increase enrollment and improving the financial outlook of the institution.

The above are in addition to the changes Humphreys University made after WSCUC's visit for reaffirmation of accreditation, which occurred in late 2021. Those changes included the following: the full-time faculty designed their own workload policy; the university created and filled the role of provost; the role of the CFO was expanded; budgeting processes were revamped; the former university president retired from the Board of Trustees; the university achieved a budget surplus and the highest possible financial composite score; and university enrollment increased 8.5% over the previous year (Fall 2021-Fall 2022).

Statement on Report Preparation

Humphreys University began the first stages of its report preparation immediately after receiving the Commission's letter of July 14, 2023. The letter indicated that a decision to continue the sanction of Warning had been made. The university reconvened its WSCUC Task Force, which had previously reviewed and analyzed the issues identified by the Commission after the visit for reaffirmation of accreditation. The WSCUC Task Force was again chaired by Business Department and Academic Senate Chair Jason Wolins and was composed of faculty members, both full-time and adjunct, to examine the issues, identify what had been done to that point to address them, and recommend additional steps the university could take to meet the Commission and visiting team's expectations. Matthew Reynolds, Dean of Law and incoming ALO, was added as a member of the WSCUC Task Force in July 2023 ([WSCUC Task Force Report January 2024](#)).

In November 2023, after several months of continued action to address WSCUC's concerns and equipped with initial drafts of the WSCUC's Task Force's own report, Humphreys University's Executive Committee began drafting this Special Visit Report. The following key personnel prepared initial drafts of the Special Visit Report, keyed to each issue, as follows:

Issue 1: Fiscal Viability

Dr. Robert Humphreys, Jr., President

Dr. Jess Bonds, Provost

Miles Denniston, CFO

Issue 2: Academic Integrity and Communication with WSCUC

Dr. Jess Bonds, Provost

Cynthia Becerra, Dean of Undergraduate Studies

Matthew Reynolds, Dean of Law and ALO

Issue 3: Governance

Dr. Robert Humphreys, Jr., President

Jason Wolins, Chair of Business Department and Chair of Academic Senate

Issue 4: Strategic Planning

Matthew Reynolds, Dean of Law and ALO

Further Recommendation

Dr. Lisa Kooren, Dean of Institutional Research and Director of the Modesto Campus

The ALO formatted and edited a full initial draft of this report and presented it to the Executive Committee for additional editing. The second draft of the report was distributed to the Academic Senate and the Board of Trustees for comments and suggestions. The university's WSCUC staff liaison also reviewed a later draft of the report and provided input. Faculty member Linda Rahmoller assisted in editing and formatting, and the ALO finalized the report. The special visit report was timely submitted to WSCUC for dispersal to the visiting team.

Response to Issues Identified by the Commission and the Last Visiting Team

Issue 1: Fiscal Viability

Humphreys continues to experience operational deficits and projects several more years of deficits due to low enrollment and inadequate revenue diversification strategies. The university must expedite plans to increase revenue. In addition, it must attend to strategies to project enrollment growth, set realistic enrollment goals that are attainable and data informed, assess the viability of proposed new programs, align budgetary processes with the strategic priorities, and address ongoing deficits. (CFR 3.4)

Actions Taken by Humphreys University

In addition to prior actions taken in response to previous reaffirmation and special visits, Humphreys University has taken the following actions to address the issue of fiscal viability described above:

- Advanced with its 2019-2024 Revised Strategic Plan focused on enrollment growth and diversification of enrollment through four targeted strategies:
 - implementation of the Humphreys Everywhere initiative to provide all educational programming in on-ground and distance formats;
 - expansion of credential/certification programming, notably teacher credentialing;
 - continued efforts to recruit students from ABLE Charter Schools through closer academic ties and clearer pathways; and
 - continued recruitment of international students.
- Refined the usage of its forecasting model for enrollment projections based on three data points:
 - current enrollment levels;
 - historical retention rates; and
 - new admission goals informed by strategic planning objectives, marketing projections, and historical admission patterns derived from years of admission and enrollment data ([Enrollment Model](#)).
- Merged the Graduate Council with the Academic Senate to create a singular academic governance body.
- Aligned budgetary processes with strategic priorities and strategic planning.
- Completed its 2024-2029 Strategic Plan ([2024-2029 Strategic Plan](#); [2024-2029 Strategic Plan Expenses, Revenue, and Implementation](#); [2024-2029 Strategic Plan Revenue - Strat 1.1-8; 2.2A.a](#); [2024-2029 Strategic Plan Revenue - Strat 2, Tactic 1](#); [2024-2029 Strategic Plan Revenue - Strat 2, Tactic 2a](#); [2024-2029 Data Behind the Strategic Plan](#)).

Implementation and Effectiveness of Actions

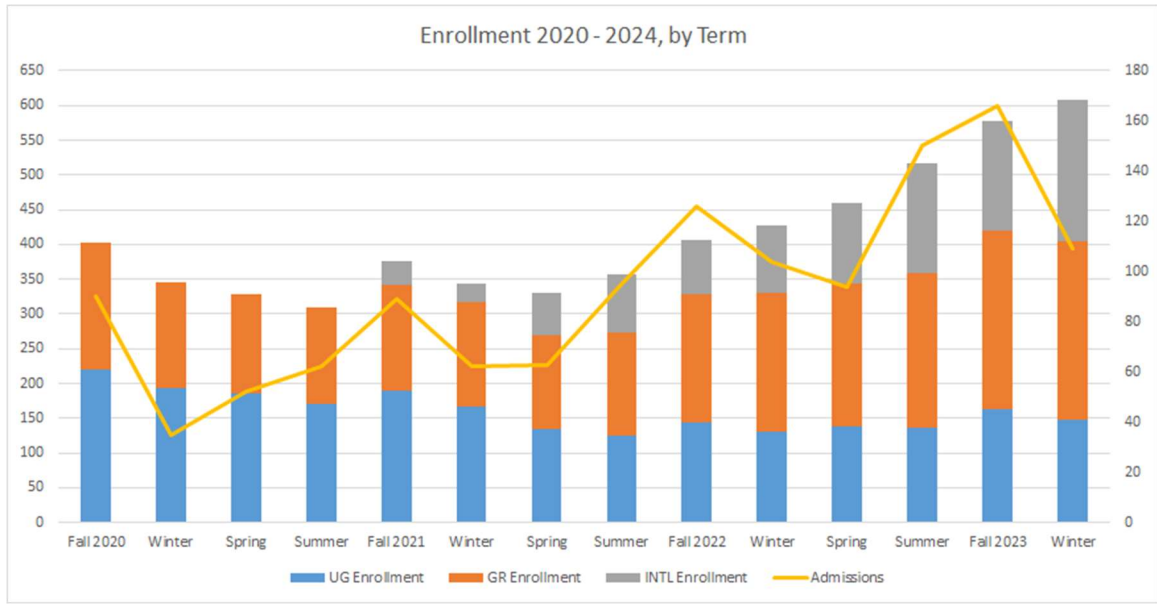
The results of the actions taken, as described in this report, are enrollment gains for seven consecutive quarters that have exceeded projected enrollment forecasts. Enrollment growth has come from both domestic and international sources, undergraduate and graduate programs, new initiatives and continuing ones.

- 2022-2023 actual enrollment was 413 average quarterly enrollments compared to a budget projection of 385.

- Undergraduate enrollments during that time were projected at 120 average quarterly enrollments while actual enrollments were 134.
- Graduate enrollments were projected at 165 average quarterly enrollments, while actual enrollments were 185.
- International enrollments were in line with projections.
- 2023-2024 average total quarterly enrollment was projected at 487. As of the time of the writing of this report, actual average quarterly enrollment for the year was 567 for three of four terms in the fiscal year and will exceed projections for the full year.
- 2022-2023 to 2024-2025 undergraduate enrollments were projected to increase 21%; they are now projected to increase by 34%.
 - Graduate enrollments were projected to increase 14% over the same period; they are now projected to increase 45%.
 - International students were forecasted to reach 150 students per quarter by Summer 2024; Winter 2024 enrollment was 204 students.
 - While Humphreys University has exceeded its projections, it is still forecasting and budgeting for its initial long-term level of international enrollment long term to be conservative.
 - Total enrollment projections from 2022-2023 to 2024-2025 originally projected a 31% increase; current projections are for a 53% increase in total enrollment over that period.

Existing and new programs have seen enrollments increase with strategic efforts.

- Teacher credentialing programs' enrollment has increased to 129 students in Winter 2024 from 30 students in Fall 2020, an increase of over 400%.
 - Further, the university continues its focus in this area and has pursued and received two grants from the California Commission on Teacher Credentialing to fund proposals to create new integrated teacher credential pathways.
- The court reporting program's enrollment has rebounded to 47 in Fall 2023 from 30 a year prior. This growth is based on the targeted efforts recommended in its improvement plan from the Academic Review Committee's evaluation ([Academic Review Committee Report Court Reporting Program](#) ; [Court Reporting Viability Plan](#) ; see also [Program Closure Policy](#); [Academic Review Committee Recommendation Community Studies Program](#)).
- International enrollments have met expectations and now suggest support for more programming to meet educational demand. Faculty are developing additional concentrations to the MBA in response.



Humphreys University has demonstrated positive financial performance for the past three years, and its strategically aligned future budget projections estimate continued positive, sustainable financial surpluses ([Budget Model 2024-2029](#)).

- Actual diversified revenue for the 2022-2023 fiscal year was \$865,000 greater than budgeted.
- Tuition revenue for 2023-2024 fiscal year is tracking to be approximately \$800,000 higher than originally budgeted.
- While the 2023-2024 budget was originally projected as a deficit of \$135,000, based on results at the time of this report’s writing, the university expects to end the 2023-2024 fiscal year with a surplus of \$700,000 to \$900,000.
- Future fiscal years coinciding with the 2024-2029 Strategic Plan estimate continued surpluses of \$200,000 to \$400,000 per year, or roughly 2% to 4% of annual revenue. The university continues to adhere to reasonable, yet conservative projections for revenues and expenses during these years.
- Three straight years of surpluses result in the expected replenishment of net assets to the university’s 2017 levels by the end of the 2023-2024 fiscal year.

	22/23		23/24		
	Board Approved (06/01/22)	Actual 06/30 (Unaudited)	Budget Projection (12/31/22)	Board Approved (06/01/23)	Update 12/31/23 Projection
Total Revenue	\$ 7,788,107	\$ 8,653,158	\$ 7,971,549	\$ 8,469,115	\$ 9,598,304
Total Expense	\$ 7,782,484	\$ 7,552,260	\$ 8,106,558	\$ 8,605,725	\$ 8,682,303
Gross Surplus/(Deficit)	\$ 5,623	\$ 1,100,898	\$ (135,009)	\$ (136,610)	\$ 916,001
Cash Flow (Approximate)	\$ (526,891)	\$ 573,808	\$ 205,120	\$ 228,239	\$ 803,850
% Surplus/(Deficit)	0.07%	12.72%	-1.69%	-1.61%	9.54%

Enrollment Modelling

Humphreys University uses an enrollment model to generate enrollment projections given inputs to three main variables – current enrollment levels, historical retention rates, and admission projections informed by historical trends and marketing and strategic planning efforts. These enrollment projections are used as the basis for budget forecasts. The model in return informs ongoing marketing efforts and enrollment goals necessary to achieve the forecasts, as well as information on student retention that is used by academic departments to track their students’ progress and to analyze the students’ reasons for completing or not completing their programs. Marketing plans and campaigns, advertising funds, and related are adjusted based on results.

The 2024-2029 Strategic Plan includes data-informed estimates of moderate enrollment growth associated with various of the plan’s tactics. Further, the 2024-2029 Strategic Plan includes investments in consulting services to provide assistance and to support the newly created Viability and Feasibility Committee’s work on current and new programming evaluation. The 2024-2029 Strategic Plan also calls for the creation of a Student Success Committee and Tuition and Scholarship Funding Committee. These committees will begin work early in the 2024-2025 fiscal year to further improve existing enrollment forecasting management functions ([2024-2029 Strategic Plan](#)).

Governance and Program Viability

Humphreys University has continued to improve shared academic governance. The University has a process in place to assess the viability of new programs as set forth in the shared governance matrices ([Shared Governance Matrices](#); see also [Organizational Chart](#)). Based on WSCUC recommendations regarding decision-making and academic leadership, the shared governance matrices were reviewed, revised, and adopted. Additionally, based on visiting team recommendations, the Graduate Council was merged with the Academic Senate. Below is the description of the decision-making process for new programs from the shared governance matrices.

	<i>INPUT</i>	<i>DECISION</i>	<i>PRELIMINARY APPROVAL</i>	<i>APPROVAL 2</i>	<i>APPROVAL 3</i>	<i>FINAL APPROVAL</i>
Creation of a New Program/Dept/Major/Minor	Faculty, Academic Department	Dean	Academic Senate/Graduate Council	Provost	President	Board

Humphreys University’s efforts to assess systematically its current and new programming using renewed and newly created structures borne of the recommendations of the Commission have been beneficial. Revisions to the shared-governance matrices and the consolidation of the Graduate Council into the Academic Senate have provided a clear and widely understood process for assessing the viability of current and future programs. Committees and processes are structural. In the 2024-2029 Strategic Plan, the Academic Review Committee is further elevated as the Viability and Feasibility Committee to:

- carry out continual data- and mission-driven review of programs and their viability;
- coordinate the existing new program approval process through the shared governance matrices and use data to examine the feasibility of new academic programming; and
- help manage academic leadership’s budget for new program initiation.

Alignment of budgetary processes with strategic priorities and strategic planning

A university-wide and inclusive budgeting process is conducted annually ([Budget Calendar and Process](#)). Budget development begins with academic and administrative leaders examining reports of the actual revenues/expenditure of the most recently completed fiscal year, as well as year-to-date data for the current year. These financial data are used by the CFO, provost, and president to form a baseline budget, which is then modified by including recommended expenditures from academic deans, chairs, and directors based on data from program review reports, tasks associated with strategic planning initiatives, enrollment projections, and faculty proposals (e.g., teaching load reductions for assessment projects, sabbatical leaves, etc.). Budgets are reviewed at several levels for input and comment and approved by the provost, director of administrative services, president, and ultimately the Board of Trustees.

Humphreys University's 2024-2029 Strategic Plan, slated for approval by the Board of Trustees prior to the special visit, focuses on revenue diversification and general revenue improvement. Specifically, the 2024-2029 Strategic Plan calls for the university to reinforce and expand successful practices, including investments in marketing, outreach, partnerships, and institutional research to support practices and evaluate effectiveness. Further, the 2024-2029 Strategic Plan focuses on sustaining the momentum created by the university's successful prior and continuing efforts regarding enrollment and revenue generation. This includes mechanisms to ensure data- and mission-driven review of academic programs and their viability and to use data to examine the feasibility of new programming in alignment with strategic planning goals and the institutional mission. The strategy also envisions increased fundraising efforts in alignment with the university's scale and scope ([2024-2029 Strategic Plan](#)).

The 2024-2029 Strategic Plan includes a corresponding budget estimate that projects costs and revenues from strategies and tactics. In university budgeting, the cost and revenue estimates of the 2024-2029 Strategic Plan are now incorporated. Performance against strategic goals and measures against performance indicators will be reviewed at least annually by the Strategic Planning Committee, with input fed back into the planning budget and future annual budgets ([2024-2029 Strategic Plan Expenses, Revenue, and Implementation](#); [2024-2029 Strategic Plan Revenue - Strat 1.1-8](#); [2.2A.a](#); [2024-2029 Strategic Plan Revenue - Strat 2, Tactic 1](#); [2024-2029 Strategic Plan Revenue - Strat 2, Tactic 2a](#)).

A Note on Revenue Diversification

Humphreys University is a predominately tuition-driven institution. Currently, the university receives about 78% of its revenue from tuition, 20% from other sources including rent, and 2% from investment income. However, notably, this is compared to 90% reliance on tuition revenue a decade prior. The university's present percentages are more aligned with for-profit metrics than non-profit metrics, though less reliant on tuition than national averages for such institutions (NCES, <https://nces.ed.gov/programs/coe/indicator/cud/postsecondary-institution-revenue>). WSCUC currently accredits 28 for-profit institutions that likely mirror national metrics on revenue sources (WSCUC Institution Directory, <https://www.wscuc.org/directory/>). The university has diversified its revenue over the years in ways that are meaningful and achievable, and in keeping with current and prior Commission recommendations. The university has taken actions to bolster resiliency, such as diversifying its student enrollment profile and its programming mixture to include more graduate offerings in keeping with market trends and areas of demand. Further, the university has produced significant revenue diversification through the productive use of its assets, the benefits of which have inured to the

university, its faculty and staff, and its students. In sum, institutional actions have resulted in three straight years of surpluses, the replenishment of net assets and the university's reserve, and projections of surpluses in years to come with less reliance on any one area of revenue generation.

Additionally, Humphreys University's 2024-2029 Strategic Plan focuses in part on systems to continue financial resiliency with strategies to increase revenue from fundraising, as well as other additional creative uses of the university's assets in ways appropriate for its size, goals, and means.

Last, the Board of Trustees has been researching the establishment of a quasi-endowment funded with the university's retained earnings. Such an endowment would allow the Board of Trustees to designate a flow of revenue funds annually from endowment assets and earnings to support the school's operations.

Next Steps

Humphreys University now turns toward implementation of its 2024-2029 Strategic Plan and will soon begin to execute its strategies and tactics. The Strategic Planning Committee (SPC) will review strategic planning goals and outcomes periodically and aligned with the budgeting cycle.

The Viability and Feasibility Committee, formerly the Academic Review Committee, will use its expanded focus to continue to evaluate the alignment of academic programs. Key to this process will be the results of market research and demand consulting as envisioned in the 2024-2029 Strategic Plan.

Issue 2: Academic Integrity and Communication with WSCUC

In two instances the institution did not properly follow the WSCUC substantive change process in introducing new programs. Humphreys must re-examine all programs and programmatic relationships to ensure that they are in compliance with WSCUC Standards and consistent with institutional plans and needs. It is important for Humphreys to ensure WSCUC requirements related to the approval of academic programs and off-site locations are being followed, consistent with the university's responsibilities. (CFRs 1.7, 1.8. and 2.1)

Actions Taken by Humphreys University

Humphreys University has taken the following actions to address the issue of academic integrity and communication with WSCUC:

- clarified the university's relationship with ABLE Charter Schools, completing an MOU reverting to the previously approved two-year pathway for ABLE students;
- discontinued the university's arrangement with Arcadia/Maxwell College in the Los Angeles area;
- completed a progress report examining all university programs to ensure WSCUC compliance; and
- completed a further examination of the university's two programmatic relationships, with ABLE Charter Schools and Howell Management Services, LLC (HMS).

Implementation and Effectiveness of Actions

ABLE Charter Schools and Arcadia/Maxwell College

The two instances investigated by the visiting team were an unapproved expansion of an existing concurrent enrollment agreement with ABLE Charter Schools and the failure to seek approval for an existing off-site location (Arcadia/Maxwell College).

ABLE Charter Schools

Humphreys University did not seek prior substantive change approval for expanding an approved agreement with its affiliated charter school to offer free concurrent enrollment courses to underprivileged high school students. The expansion would have allowed academically qualified high school students to earn up to three-years' worth of college credits, up from the two-years' worth of credits, which had been in place since 2012. The university did not seek substantive change approval from WSCUC for the expansion, assuming that such an expansion of an existing program did not require substantive change approval.

Since the special visit, Humphreys University has jettisoned the expansion and has reverted to the previously approved two-year agreement. The university updated its two-year agreement with ABLE Charter Schools in a 2023 MOU ([2023 ABLE HU Pathway MOU](#)).

The reasons for not pursuing a substantive change and for ending the three-year agreement and reverting back to the two-year agreement included:

- WSCUC staff indicated a proposed substantive change was unlikely to be approved at this time (while Humphreys University is on Warning);
- the Strategic Planning Committee (SPC), based on ten years of matriculation data, de-emphasized the strategic importance of a matriculated pathway for ABLE graduates; and

- the university aims first to formally invest in, pursue, and assess the success of the current MOU before considering any future expansion.

Off-Site Location

For ten years, Humphreys University offered an on-ground completion program to international students in the Los Angeles area in Arcadia (also known as Maxwell College). Initially, international students who had completed a degree in their home country would travel to the university's off-site location in Arcadia, transfer three-years' worth of credit from their home country universities, and complete the final year of the WSCUC-approved Humphreys University Bachelor of Science in Business Administration. During the pandemic, the overseas international student market evaporated, and the university began to enroll international students already living in the Arcadia area.

A decade ago, the completion program arrangement was presented to WSCUC staff at the time of inception by the previous Humphreys University president. No objection was received at that time and the arrangement was part of two comprehensive reaccreditation visits. No concerns were raised during those visits.

In 2023, the visiting team determined that the Humphreys University program in Arcadia was a new program, constituted an unapproved campus location, and required substantive change approval.

Humphreys University had not previously sought a substantive change review of the Arcadia/Maxwell College program because it had not been required since 2014. The university is no longer accepting students into the program and is teaching out all current students online. The final student in the program will have completed all requirements in March 2024.

The reasons for ending the arrangement with Arcadia/Maxwell College and not pursuing a substantive change for a new location include:

- since the COVID-19 the pandemic, enrollment at the Arcadia location had dropped and was no longer an important contributor to Humphrey University's tuition revenue; and
- the partner in Arcadia did not want to have the Arcadia location used as a WSCUC-approved location.

Programs and Programmatic Relationships

Humphreys University has taken several actions related to reviewing its academic programs and programmatic relationships.

Programs

The Commission specifically requested Humphreys University submit a progress report reflecting an examination of all programs at the university to ensure compliance with WSCUC standards. The progress report was completed and timely submitted by the university ([Humphreys University Progress Report October 2023](#)).

While compiling the progress report, a key finding by the provost was that Humphreys University's associate degrees did not show on WSCUC's Accreditation Management Portal (AMP) as approved for Distance education, as was previously agreed upon with WSCUC when

bachelor and graduate degrees were approved for Distance education during the COVID-19 pandemic. The missing Distance designation for the associate degrees was a simple administrative oversight and was corrected on AMP.

As part of the programmatic review, the provost measured all programs by standard expectations for length to completion for a full-time student, as well as for inclusion of sufficient general education requirements. All programs were found to be compliant in these areas. Likewise, all programs are consistently and accurately portrayed in the university catalog, on the university website, and in marketing materials.

The provost confirmed that Humphreys University's per-unit tuition rates for its programs are clearly presented on the university website. Beyond tuition, there are very few fees charged to students, so the cost of a course is a simple matter of multiplying the per-unit rate by the number of units for a course.

The provost confirmed that Humphreys University students have online access to their academic and financial records. They can view their transfer units and how those units, along with Humphreys University units, apply within their degree plans.

In meetings with the deans, the provost confirmed additional key expectations are being met. The learning outcomes of programs and courses are presented on course syllabi. All Humphreys University programs are subject to the university's assessment and program review policies.

Through Humphreys University's Academic Senate, the faculty develops and implements the curricula of the university. Faculty, through the Academic Senate, have a significant role in the approval of new courses and programs (See, e.g., [Academic Senate Minutes May-November 2023](#)).

Other than the corrected oversight related to the Distance designation on AMP for associate degree programs, discussed above, no programs were found to be out of compliance with WSCUC standards. This finding agrees with the recent reaccreditation visit team, which offered no recommendations related to the quality or integrity of programs, teaching, or learning.

The provost's review included an examination of curricular changes that have recently occurred or are planned to occur. Each of the changes adds a concentration to existing WSCUC-approved programs. Each added concentration constitutes less than 25% of a change to the program, meaning the need for substantive change review is not necessary ([Chart of Curricular Changes](#)).

WSCUC staff reviewed Humphreys University's progress report and determined that the university satisfactorily met the requirements of the report.

Programmatic Relationships

As part of the compliance review dictated by the Commission's requested progress report, the provost examined each of Humphreys University's programmatic relationships, of which there are two.

The first is with ABLE Charter Schools and is addressed above in the sub-section above titled "ABLE Charter Schools."

The second programmatic relationship is with Howell Management Services, LLC (HMS), which recruits international students into Humphreys University's WSCUC-approved MBA program. In exchange for recruiting international students into the MBA program, the university pays HMS

approximately 40% of tuition received from the recruited students. The revenue share arrangement is not unique. HMS has no role in the development, management, teaching, or assessment of the courses or program and has no role in the selection or hiring of faculty. The contract with HMS was provided to the recent reaccreditation team, which raised no issues ([HU Agreement with Howell Management Services](#); [HU Agreement with Howell Management Services Addendum](#)). The programmatic relationship with HMS complies with WSCUC policies.

Effectiveness of Actions Taken

The effect of the actions taken in regard to ABLE Charter Schools and Arcadia/Maxwell College is that the two issues which supported the Commission's determination that Humphreys University was out of compliance with Standard 2 have been removed.

Next Steps

Humphreys University, understanding the importance of ongoing monitoring and evaluating its academic programs for compliance with WSCUC standards, is presently developing procedures and teams to ensure WSCUC requirements related to the approval of programs are followed. In doing so, the university is complying with the frameworks it has already outlined for new programs in its shared governance matrices, while also acting to modify those documents to include, specifically, the position of ALO as a component of the decision-making process. At the time of this writing, the WSCUC Task Force, reference above in the "Statement on Report Preparation," has taken the lead on making recommendations to the university community to implement improvements in this area. Implementation is expected by the time of the special visit.

Issue 3: Governance

The university needs to provide resources to implement and maintain the newly created leadership and decision-making structures. Organizational and decision-making processes should be clear, formalized, data-informed, and widely distributed. The faculty governance structure should continue to be developed to support faculty in exercising effective academic leadership. The Board of Trustees, in accordance with its bylaws, should reactivate committees that support its fiduciary and oversight responsibilities. The Board should expeditiously plan for its education and development and utilize the results of the recent board assessment to improve. (CFR 3.7, 3.9, and 3.10)

Actions Taken by Humphreys University

Humphreys University has taken the following actions to address the issue of governance described above:

- participation of the CFO in shared governance;
- open communication regarding staffing of academic departments;
- training provided to all departments, academic and administrative, of the university; and
- utilization of shared governance matrices in guiding institutional decision-making.

Humphreys University's Board of Trustees has taken the following actions to address the issue of governance described above:

- revised the university's by-laws;
- conducted a board retreat in October 2023;
- filled all open Board of Trustees vacancies; and
- reviewed internal processes to make better use of board committees.

Implementation and Effectiveness of Actions

Newly Created Leadership and Decision-Making Structures

Humphreys University has instituted several processes to provide resources to implement and maintain leadership and decision-making structures:

Financial Resources

Humphreys University's CFO, Miles Denniston, supports efforts to ensure that financial resources are sufficient for decisions made by leadership and through shared governance. The CFO attends Executive Committee and Academic Senate meetings quarterly to give updates on the university's finances. When requested, the CFO also attends department faculty meetings to give financial updates. In addition, the CFO was involved with preparing the university's new strategic plan.

Human Resources

Department chairs confer with deans and the provost, rather than the president, when academic departments feel they need additional instructors and other personnel when teaching loads increase. Being able to discuss adding instructors with deans and the provost has worked well. The president is not a member of any academic hiring committee and has no role in hiring adjuncts. The president approves deans' selections of chairs and full-time faculty, and chooses from candidates selected by hiring committees for deans and provost positions.

Training Resources

Humphreys University provides training resources to its employees, both academic and non-academic, to ensure decision-making structures are maintained and information is widely distributed throughout the university community. The academic departments receive training during the annual Faculty In-Service Day and periodic specific training sessions (e.g., using the Populi program, etc.). Administrative employees receive training via sessions set up by the director of administrative services.

The training helps faculty and staff learn new skills and understand what other parts of Humphreys University are doing. Some training has been specific, other training is more general. For instance, the November 2023 Faculty In-Service Day included presenters who gave updates to all faculty regarding graduate programs, strategic planning, institutional research, the Library and Learning Center, and preparation of the university's reaccreditation reports, among other topics. This has enhanced transparency within the university. The administrative department receives ongoing training at quarterly meetings with presenters from within and outside the department. Updates on institutional research, strategic planning, improved student services practices, admissions and marketing trends, and evaluation of quarterly data are reviewed. Administrative staff have been trained to effectively manage international student admissions and student visa matters.

Shared Governance Matrices

Humphreys University updated its shared governance matrices in 2022. The matrices have a left-to-right decision-making flow of Input, Decision, Preliminary Approval, Approval 2, Approval 3, and Final Approval. In a number of decision areas, the provost is now the final approver, rather than the president. The shared governance matrices continue to be reviewed and updated when necessary. For example, presently, the university is adding the position of ALO as a component. The matrices set forth the organizational and decision-making processes for the university's academic departments and have been distributed through the Academic Senate. Academic Senate members have further distributed the matrices to faculty, via department meetings ([Shared Governance Matrices](#)).

The organizational and decision-making processes are of great assistance to the Humphreys University community. Some examples of how the shared governance matrices are used as part of the governance structure are:

- the Strategic Planning Committee (SPC) makes recommendations that go to the provost, president, and then to the Board of Trustees;
- the WSCUC Task Forces makes recommendations that go to the Academic Senate, provost, president, and then to the Board of Trustees;

- ad hoc committees, such as the Generative Artificial Intelligence (AI) Committee, make university policy, then present their policies to the Academic Senate for review and approval; and
- to assist in decision-making processes, academic departments and committees are provided with institutional research, including enrollment, retention, and demographic data, by the Dean of Institutional Research and financial information by the CFO.

Board of Trustees

The Board of Trustees' Trusteeship Committee reviewed Humphreys University's by-laws at its May 2, 2023, meeting ([Trusteeship Committee Agenda May 2023](#)). The by-laws were revised to add:

- additional language regarding board conflict of interest policies and procedures;
- dates of board meetings reflecting the move to four meetings per year from three; and
- the option to attend meetings virtually, as well as changes to the standing committees of the Board of Trustees.

The revised by-laws call for four standing committees:

- Finance and Investment Committee;
- Trusteeship Committee;
- Audit Committee; and
- Institutional Advancement Committee.

The Board of Trustees removed the Academic Affairs Committee from the by-laws and added the Audit Committee.

The revisions to the by-laws were approved by the Board of Trustees at its June 12, 2023, meeting ([Humphreys Board of Trustees Minutes June 2023](#); [Humphreys By-Laws Revised 2023](#)).

The Board of Trustees conducted a retreat in October 2023 for board development. The Board of Trustees retained the services of an Association of Governing Boards (AGB) consultant with experience in board development, assessment, and governance. The retreat focused on four main topics: the current landscape of higher education, principles of good board governance, a board self-assessment survey, and a synthesis of these topics into board governance best practices and next steps for the Humphreys University Board of Trustees to consider and complete ([Board Survey Summary](#); [Current Landscape of Higher Ed](#); [Principles of Good Governance](#)).

The development retreat invigorated the Board of Trustees' approach to oversight and governance. The retreat, led by the AGB consultant, culminated with a set of recommended next steps formed by the discussions of retreat's participants. The set lists several items, including the following:

Methodical Trustee Assessment

The Board of Trustees should specify expectations for its members, have trustees assess themselves regularly, and assess the full Board of Trustees regularly as well. The Chair of the Board should be assessed regularly.

Term Limits

The Board of Trustees should adopt meaningful term limits that best balance experience and fresh perspectives. The Board of Trustees should consider specifying minimum and maximum board size to provide for a balance of representation and flexibility to add new members as needed.

Time for Big Issue Discussions

The Board of Trustees should use consent agendas to maximize meeting time and get written reports in advance, rather than orally, at meetings. The Board of Trustees should consider subcommittee alignment to perform regular board work between meetings. The Board of Trustees should develop structures to open the meetings and build discussions around Humphreys University's strategic plan.

Strengthen Board Development

The Board of Trustees should hold retreats regularly. The Board of Trustees should develop a board handbook and establish a board orientation process.

Identify Issues and Be Proactive in Addressing Them

The Board of Trustees should ask the university president to identify issues in his reports. The Board of Trustees should assess risk regularly through environmental scans, key performance indicators of institutional health, and metrics standard on those items to surface internal issues.

Generally, the Board of Trustees is doing more governance and oversight work and making greater use of its committees (See, eg., [Humphreys Board of Trustees Minutes August 2023](#)). The committees generally meet once per quarter prior to the board meeting, except for the Audit Committee, which meets three times per year. Board committee work continues to improve, becoming more robust in response to WSCUC recommendations and concerns during Humphreys University's accreditation reaffirmation process and by integrating the lessons learned from the development retreat.

The Trusteeship Committee has taken responsibility for prioritizing and implementing the recommendations for next steps that resulted from the development retreat. At its November 13, 2023, meeting, the Trusteeship Committee discussed the lessons learned and next steps derived at the development retreat and prioritized the order of importance of the tasks ([Trusteeship Committee Minutes November 2023](#)). The Trusteeship Committee decided that developing a board handbook and a trustee orientation process were the highest priorities. Key topics emphasized board member responsibilities and expectations, such as minimum levels of commitment and communication to prospective candidates of the time necessary. Based on the development of these expectations, parameters of periodic board assessment were formulated, including frequency (once per year) and evaluation baseline metrics including regular attendance at meetings, individual trustee participation on committees, and level of commitment. The Trusteeship Committee suggested that the university president's evaluation be moved up in the calendar of board meetings to allow for more discussion and better alignment with budget processes. Term limits were addressed, with an initial plan to reboot term limits with rolling three-year, renewable terms.

In addition, the Trusteeship Committee has led the process to fill open board seats. The Trusteeship Committee has interviewed and recommended four candidates to the Board of Trustees since August 2022 to address vacancies and resignations. Currently, the Board of Trustees is fully staffed with 15 members in accordance with the by-laws.

The Trusteeship Committee also discussed how best to augment committee assignments, drive greater engagement among all trustees, and fill out the Institutional Advancement Committee, which had been dormant for some time but was purposefully left in the by-laws during the recent revision process (See, e.g., [Trusteeship Committee Minutes February 2024](#); [Trusteeship Committee Minutes August 2023](#)). The Trusteeship Committee felt that greater representation of trustees on committees was necessary and that an effort needed to be made to bring in current trustees who were not on committees. Several names were offered to chair the Institutional Advancement Committee, but it was ultimately decided that committee membership would be discussed at the next board meeting with the intent of getting more trustees on committees, staffing the Institutional Advancement Committee, and that the Institutional Advancement Committee could then go about organizing itself.

The Finance and Investment Committee has typically engaged in an annual initial review and analysis of Humphreys University's budget for the coming fiscal year, financial performance review, and spending on major projects, with reports and recommendations to the full Board of Trustees. The Finance and Investment Committee's involvement, analysis, and oversight of the university's financial matters, however, has steadily improved over time as the university's systems have improved, most notably the outsourcing of finance and accounting operations to CSMC in 2018, allowing for detailed and real-time (or nearly so) data on financial performance (See, e.g., [Finance and Investment Committee Minutes February 2024](#); [Finance and Investment Committee Minutes November 2023](#); [Finance and Investment Committee Minutes August 2023](#)). Financial analysis now happens more frequently at the quarterly board meetings. Additionally, the recent focus on board development and governance has advanced the Finance and Investment Committee's oversight of various institutional governance and fiduciary matters, including:

- a recent review and update of the university's Investment Policy Statement ([Humphreys University Investment Policy Statement 2023](#));
- semi-annual reviews of investment performance with the university's investment advisor;
- development of a signature/spending authority policy for the university president, a policy initiated by the president and the CFO in response to deeper discussions during Finance and Investment Committee meetings ([Signature Authority Policy 2023](#)); and
- the drafting and subsequent adoption of a conflict-of-interest statement specific to the unique nature of the university's use of CSMC as its finance/accounting company, which also contracts for services with the university's partner charter school, ABLE Charter Schools ([Conflict of Interest Policy-CSMC 2023](#)).

Prior to the submittal of this report, the Institutional Advancement Committee met once in February 2024 to initiate its structure and activities. The meeting, while preliminary, began to formulate the contours of the Institutional Advancement Committee's role and potential functions and uses. Meetings are scheduled to occur quarterly in advance of full board meetings ([Advancement Committee Minutes February 2024](#)).

With the greater role of committees and other organizational changes, such as the adoption of a consent agenda, the Board of Trustees' full meetings are evolving to allow for more strategic discussion and big

picture conversations. Meeting structure now encourages more free discussion time, guided by emphasis on strategic thinking, topics of interest and concern to Humphreys University, environmental scans, discussion of staff reports, etc. Additionally, the calendar of board meetings is starting to follow a sequence of important oversight topics, including board assessments in the winter, institutional budgeting in the spring, and board development/retreats in the fall. This ensures that these topics are anticipated and routinely addressed. The Board of Trustees still receives staff reports during each meeting as a major component of its institutional oversight. The Board of Trustees feels that is the best way to learn and exercise oversight of educational quality and administrative operation, as a “committee of the whole” on academic matters, as opposed to having a subcommittee for this governance area. The best approach to continued board development—whether continuous as part of regularly scheduled meetings or through a dedicated, periodic gathering (such as an annual retreat)—remains to be determined.

Next Steps

Providing resources is an area where Humphreys University has made great strides and is part of the organizational culture. Training is ongoing. What the university has already implemented will continue in the future, with periodic reviews and revisions as needed.

The Board of Trustees continues to work through the recommendations and next steps of its October 2023 retreat. As of the time of this writing, a draft of the Board Handbook and Orientation has been developed and is scheduled to be adopted at the Board of Trustees’ March 4, 2024, meeting ([Draft Onboarding Packet](#)). Methodical board assessment processes have begun and will be continued but require further time to fully implement. Cohorts of trustees have been identified to establish term limits and are in the process of being adopted and implemented, with corresponding changes to the by-laws, if necessary.

The Board of Trustees’ Institutional Advancement Committee was restarted with membership determined at board meeting of December 4, 2023 ([Humphreys Board of Trustees Minutes December 2023](#)). As of the time of this writing, the Institutional Advancement Committee has met once and needs to develop its structure more fully, including identifying a chair and setting a general scope of oversight and interest. The plan is to have the Institutional Advancement Committee begin meeting once per quarter along with the Board of Trustees’ other committees, beginning during the Winter 2024 quarter.

Routine board development structures are progressing, with further discussions needed on whether development should be pursued on an ongoing basis, perhaps as a portion of each board meeting, or as a stand-alone periodic and dedicated endeavor, such as a retreat, or through some other arrangement. Regardless, the Board of Trustees is planning to hold a retreat in Fall 2024 like the one held in October 2023.

Issue 4: Strategic Planning

The university's strategic planning efforts have been heavily affected by the leadership decisions to discontinue its MOU with Maxwell College and cancel the expansion of the ABLE Charter School concurrent enrollment strategy. For these reasons, Humphreys should accelerate the completion of its strategic plan update with the addition of revenue diversification strategies separate from facility rental and enrollment growth and the development of achievable strategies to address ongoing deficits including: 1) the creation of enrollment goals that are attainable and data informed; 2) the establishment of viability assessments of proposed new programs; and 3) the implementation of budgetary processes that align with the strategic plan. (CFR 3.4)

Actions Taken by Humphreys University

Humphreys University has taken the following actions to address the issue of strategic planning described above:

- Accelerated the university's strategic planning process, completing the 2024-2029 Strategic Plan;
- The Strategic Planning Committee (SPC) has delivered the 2024-2029 Strategic Plan to the Board of Trustees, which, at the time of this writing, is reviewing the 2024-2029 Strategic Plan for approval at their scheduled meeting in March 2024; and
- The 2024-2029 Strategic Plan is scheduled for implementation at the beginning of the University's next fiscal year in July 2024.
- The 2024-2029 Strategic Plan includes
 - strategies designed to improve revenue diversification;
 - data-driven enrollment goals;
 - procedures for program viability assessment; and
 - budgetary processes in alignment with the 2024-2029 Strategic Plan.

Implementation and Effectiveness of Actions

Humphreys University has acted carefully, yet with all deliberate haste, in diversifying and accelerating its strategic planning processes, as demonstrated by committee composition, the 2024-2029 Strategic Plan's contents themselves, and the processes undertaken to complete the 2024-2029 Strategic Plan ([2024-2029 Strategic Plan](#); [2024-2029 Data Behind the Strategic Plan](#)).

Composition of Strategic Planning Committee

After receiving criticism of Humphreys University's then-existing strategic plan in both the Report of the WSCUC Visiting Team for Reaffirmation of Accreditation after the team's 2021 visit and the Commission's letter to the university of March 8, 2022, university leadership engaged in self-reflection regarding strategic planning practices and agreed the university's strategic planning processes should be updated and a new plan adopted. Over the ensuing two years, a broad-based Strategic Planning Committee (SPC), comprised of members from all levels of the campus community, engaged in the process of preparing a new strategic plan.

The SPC worked regularly and steadily from April 2022 through the WSCUC visiting team's special visit of February 8-10, 2023, and then with continuing urgency following the Commission's letter of July 14, 2023. Ultimately, the SPC completed and presented a new strategic plan to the provost, president, and

Board of Trustees, which, upon final approval from the trustees, will be implemented at the beginning of Humphreys University's fiscal year 2024 (July 1, 2024). Trustee approval is anticipated prior to the April 24-26, 2024, WSCUC Special Visit.

The members of the SPC are

- Cynthia Becerra, Dean of Undergraduate Studies, Liberal Studies Department Chair;
- Erin Black, law student;
- Jess Bonds, Provost, Dean of Graduate Studies;
- Carrie Castillon, Director of Administrative Services;
- Richard Chabot, full-time faculty, Professor of Community Studies;
- Lisa Kooren, Dean of Institutional Research, Director of Modesto Campus;
- Susan Lofthus, member of the Board of Trustees;
- Zoey Merrill, graduate of Humphreys University Drivon School of Law, adjunct law instructor, ABLE Charter Schools Board member;
- Linda Rahmoller, full-time faculty, Professor, Coordinator of Hybrid & CPT Programs;
- Matthew Reynolds, Dean of Law School, ALO;
- Donna Roberts, Associate Dean of Academic Administration, Professor, Early Childhood Education Chair; and
- Julie Walker, Admissions and Career Counselor, Modesto Campus, adjunct instructor of Liberal Studies.

Susan Lofthus and Julie Walker served as co-chairs of the SPC. The SPC initially included an additional student member, an undergraduate, but the student moved out of the country, ended her enrollment at Humphreys University, and ceased participation in the SPC.

The SPC will not disband after the trustees' implementation of the 2024-2029 Strategic Plan. The SPC will perform regular, periodic reviews and assessments of Humphreys University's implementation of the 2024-2029 Strategic Plan's strategies and make recommendations to the university community where necessary.

The 2024-2029 Strategic Plan

The SPC, upon a detailed review and discussion of Humphreys University's mission statement, proposed small, but meaningful, adjustments to the language of the university's mission, to be implemented by the Board of Trustees. The SPC proposed adding the words "accessible," "guided," and "supportive" to the text while removing a specific reference to the liberal arts:

To prepare students for meaningful careers and professions through an accessible, guided, supportive, and high-quality educational experience and directed to the specific and changing needs of students from diverse ethnic, cultural, economic, and educational backgrounds.

These additions and subtraction "foresee[] greater accessibility in geographic, demographic, and economic terms" than the prior version of the mission statement ([Preamble, 2024-2029 Strategic Plan](#)). Guided by these concepts, the SPC prepared the 2024-2029 Strategic Plan, focusing on two strategies:

- Strategy 1: Reinforce and Expand Successful Practices
- Strategy 2: Cultivate Structures and Revenue Streams

Broadly speaking, Strategy 1 seeks to emphasize and build upon what Humphreys University already does well, developing and deepening university and student success, while also preparing the university for as-yet-unknown future challenges. Strategy 2 seeks to further stabilize viability by building out and sustaining structures to manage program feasibility and to foster affordability for students while also increasing revenue.

The 2024-2029 Strategic Plan introduces revenue diversification strategies, specifically by developing and tracking alumni and community donations (Strategy 2, Tactic 2.A.b.) and normalizing facility rental income from community entities other than ABLE Charter Schools (Strategy 2, Tactic 2.A.e.). Although not falling under the 2024-2029 Strategic Plan, the SPC was encouraged by a \$100,000 donation made to Humphreys University in 2022 by a law school graduate's family. Fundraising is a viable strategy.

The 2024-2029 Strategic Plan includes enrollment goals that are imminently attainable and informed by history and data. The 2024-2029 Strategic Plan "expects to enroll 2,467 duplicated students in FY 28-29 (617 avg. per term), an increase of approximately 9% from FY 23-24." ([Preamble, 2024-2029 Strategic Plan](#)). This number is well-aligned with Humphreys University's historic norm of 550-650 enrolled students and accounts for the challenges and opportunities posed by distance education, realities that have grown steadily over the last fifteen years and crystallized during the COVID-19 pandemic. Notably, the university enrolled 575 students during its Fall 2023 quarter, a marked increase from 2021, and a number which is within close distance of the 2024-2029 Strategic Plan's 617-student goal for the 2028-2029 fiscal year. The 2024-2029 Strategic Plan calls for enrollment continuity, sustenance, and modest growth, all of which are reasonable and attainable.

The 2024-2029 Strategic Plan strengthens and clarifies viability assessments of proposed new programs. Strategy 2, Tactic 1 states Humphreys University will "[r]e-envision the Academic Review Committee [which evaluated programs for program closure] as the Viability & Feasibility Committee (VFC) to carry out a continual data- and mission-driven review of programs and their viability and *to use data to examine the feasibility of new programming*. The VFC will help manage the [p]rovost's budget for new program initiation" (emphasis added). With a broader mandate, but still focused on program feasibility, the VFC will provide Humphrey University with wide-ranging guidance on potential new programs, including fiscal impact and WSCUC compliance.

Additionally, and significantly, the 2024-2029 Strategic Plan implements budgetary processes aligning with its strategies. The SPC's Expenses, Revenue and Implementation Subcommittee, which was comprised of the provost, dean of undergraduate studies, director of administrative services, and a full-time faculty member, prepared a 2024-2029 Strategic Plan: Expenses, Revenue, and Implementation spreadsheet which provided budgetary analysis of the 2024-2029 Strategic Plan's strategies and tactics ([2024-2029 Strategic Plan Expenses, Revenue, and Implementation](#); [2024-2029 Strategic Plan Revenue - Strat 1.1-8; 2.2A.a](#); [2024-2029 Strategic Plan Revenue - Strat 2, Tactic 1](#); [2024-2029 Strategic Plan Revenue - Strat 2, Tactic 2ab](#)). This spreadsheet was shared with and discussed by the full SPC, the president, and also the CFO. The CFO met with and advised another of the SPC's subcommittees, the Tuition/Funding Subcommittee, during the initial stages of the 2024-2029 Strategic Plan's creation and then later reviewed and provided input for the completed 2024-2029 Strategic Plan prior to its anticipated final approval by the Board of Trustees.

Humphreys University did incur annual deficits for several years during the 2019-2024 Revised Strategic Plan. While these annual deficits have now subsided, the 2024-2029 Strategic Plan does seek to curb, intelligently and realistically, any future occurrence of repeated annual deficits.

Incidentally, in the end, Humphreys University's strategic planning efforts were not heavily affected by decisions to discontinue the university's arrangement with Maxwell College (in Arcadia) and the expansion of the ABLE concurrent enrollment plan. Neither greatly impacted either of the two strategies ultimately put forward by the SPC.

Process of Creating the 2024-2029 Strategic Plan

After Humphreys University's review for reaffirmation of accreditation in 2021, the Commission presented four issues to the university to be addressed, including, as part of Issue No. 1, Integrity and Transparency, "[t]he University's strategic plan is a dramatic departure from its stated educational objectives and seems to have been implemented without engagement from the campus community."

Humphreys University's then-existing strategic plan was a 2021 revision of the 2019-2024 Strategic Plan, spearheaded by President Robert Humphreys, Jr., meant to address emergency concerns raised by the ongoing COVID-19 pandemic. In 2022, to facilitate a strategic plan update, the president removed himself both as the chair and as a member of the SPC. The president directed the remaining members of the SPC to meet to choose new or additional committee members and to begin the process of drafting a new strategic plan. Provost Jess Bonds chaired the initial meeting of the SPC on April 28, 2022, which consisted of the remaining SPC members as well as volunteers from university leadership who had expressed interest in strategic planning. The group chose additional SPC members through suggestions and nominations. On June 6, 2022, the reconstituted SPC met for the first time and the new co-chairs, Susan Lofthus and Julie Walker, were chosen.

In July 2022, the SPC, as a group, reviewed Humphreys University's mission statement and the planning processes used by prior versions of the SPC in formulating earlier strategic plans. The SPC determined it would complete a strengths, weaknesses, opportunities, and threats (SWOT) analysis and then revisit the university's mission statement and prepare a strategic plan.

After spending several months gathering and receiving pertinent data, the SPC performed its SWOT analysis on November 14, 2022 ([2024-2029 Data Behind the Strategic Plan](#)). The SWOT analysis involved 28 individuals representing different university constituencies, including many who were not otherwise involved in the strategic planning process. Humphreys University leadership formed its own separate group for the analysis, which allowed non-management employees to speak candidly during the process. The president did not take part in the SWOT analysis. After one-and-a-half hours of discussion, those participating in the SWOT analysis compiled their thoughts and ideas and submitted them to the SPC.

After reviewing the compiled information, the SPC decided to form four subcommittees to create strategies:

- Admissions/Recruiting;
- Program Effectiveness;
- Tuition/Funding; and
- Retention/Attrition.

Each subcommittee met multiple times and presented proposed strategies to the SPC, which were then gathered into a draft by the provost. After further discussion, clarification, and consolidation, a draft of the 2024-2029 Strategic Plan was completed.

Two additional subcommittees were then formed. The Data Subcommittee organized the information used by the SPC, particularly that generated by the internal and external scans. The Expenses, Revenue and Implementation Subcommittee prepared projections of costs and fiscal outcomes. Finally, the SPC assigned responsible parties for each tactic within the 2024-2029 Strategic Plan's two strategies.

On October 26, 2023, the SPC submitted the 2024-2029 Strategic Plan to the provost, along with its accompanying data and budgetary analysis, which the provost, in turn, provided to the president. The president presented the 2024-2029 Strategic Plan to the Board of Trustees at its regularly scheduled meeting in early December 2023. The Board of Trustees and its various subcommittees have had, at the time of this writing, several months to evaluate the 2024-2029 Strategic Plan and discuss it with the president, provost, and CFO. The Board of Trustees will address the 2024-2029 Strategic Plan at their next regularly scheduled meeting.

Next Steps

In formulating the 2024-2029 Strategic Plan, the SPC took its task seriously, deciding collectively to expand committee membership to include a broad cross-section of Humphreys University stakeholders, to select new SPC chairs, and to embark on process to develop an updated plan aligned with the current state of the university and envisioning a realizable future in alignment with the university's mission and values. In doing so, the SPC took advantage of the engagement and perspectives of the full campus community. The 2024-2029 Strategic Plan is presently in the hands of the Board of Trustees for final approval and university-wide implementation in July 2024.

The 2024-2029 Strategic Plan will be monitored by the SPC on an ongoing basis. The 2024-2029 Strategic Plan provides a clear path for Humphreys University, one that is forward-looking without being overly idealistic.

Further Recommendation

The institution should further develop a data-informed culture for regularly generating, evaluating, and disseminating standardized and disaggregated data, including data on student success, to support strategic, fiscal and enrollment planning and inform decisions on program viability. (CFRs 1.2, 3.4, 4.1)

Humphreys University continually reviews data as a driving force for decision-making. Departments and stakeholders across the institution are regularly informed of disaggregated student enrollment and measures of success both at the student and program levels (See, e.g., [2023 Fall Snapshot Report](#); [2023 Summer Snapshot Report](#); [2023 Spring Snapshot Report](#)).

Presentations and discussions of data occur at various times throughout the academic year and at various meetings including:

- Academic Senate;
- Executive Committee;
- Department Chair Committee;
- administrative department quarterly meetings;
- individual department meetings;
- Board of Trustees meetings; and
- annual Faculty In-Service.

Some examples of data collection, distribution and usage follow.

Faculty

Beginning in 2012, each annual Faculty In-Service has been scheduled on a Saturday. The institution found it important to ensure that adjunct faculty (most of whom work in their respective fields) have an opportunity to attend. Following the COVID-19 pandemic, the Faculty In-Service has been offered in a blended format: faculty may attend on-campus or remotely. At each of these meetings, beginning in 2012, student enrollment and measures of success have been presented.

Learning Outcomes

The current edition of the Institutional Learning Outcome Assessment Guide (ILOAG) was reviewed and updated based on faculty input in 2016, 2019, and 2021. The current assessment plan is included in the 2021 ILOAG and calendars the assessments from 2013 through 2027 ([ILO Assessment Calendar](#)). Once Institutional Learning Outcome assessments are completed, the Dean of Undergraduate Studies disseminates the results to all faculty and presents the findings at the annual Faculty In-Service meetings.

Program Learning Outcomes are also assessed on a regular basis according to the Program Review Policy. The Program Review Policy (created in 2010) was most recently updated and approved by the Academic Senate in 2023. Data, including disaggregated enrollment and success, is compiled by the Dean of Institutional Research and presented to the department chair responsible for the program review. Following the completion of a program review, the data and findings are disseminated to the department and the Academic Senate.

Executive Committee

Quarterly enrollment data are shared with the Executive Committee, and also the Academic Senate, at the start of each quarter. This information includes continuing enrollment by department and admissions data.

Strategic Planning

During the current strategic planning cycle, data were reviewed in-depth. Each of the tactics were designed based on data provided by various departments, including faculty, Institutional Research, Administration, and the CFO (See, e.g., [2024-2029 Data Behind the Strategic Plan](#)). During this process, it was noted that quarterly disaggregated data would be helpful to the academic departments. Based on this recommendation, the Dean of Institutional Research created the Quarterly Snapshot Report to meet this request immediately. This report compiles into one report information from the academic standing and enrollment quarterly reports, student demographics, and withdrawal data into one report. This has been discussed and disseminated in multiple meetings with stakeholders starting in Spring 2023 ([2023 Fall Snapshot Report](#); [2023 Summer Snapshot Report](#); [2023 Spring Snapshot Report](#)).

Board of Trustees

Data from the yearly IPEDS reports, particularly graduation rate and outcomes measures that focus on student success rates, are also shared regularly with a wide variety of Humphreys University constituents, including the Board of Trustees.

Humphreys University has developed a data-informed culture. The data collected and made available, permeates university decision-making and impacts all levels of the institution. Data-informed decision-making underpins the recent improvements in the university's financial and enrollment outlooks, setting up the university for continued success.

Humphreys University is committed to sustaining and improving this data-informed culture. Over the last several years, additional stakeholders have been included in the review of data and decision-making processes. It is the university's intention to continue to evaluate data to improve programs and services to meet the needs of students.

Identification of Other Changes or Issues the Institution is Facing

Humphreys University identifies the following other changes and issues, not explicitly referenced above, that the university believes fall within the meaning of this section as defined by WSCUC's Special Visit (SV) Institutional Report Guide as revised July 2023:

ALO

Matthew S. Reynolds, Dean of Law, has taken the position of ALO at Humphreys University. Mr. Reynolds retains his duties as dean of law. Mr. Reynolds' appointment as ALO was phased in over the last quarter of 2023 and was fully effective by January 1, 2024.

Provost

Related, Dr. Jess Bonds, Humphreys University's former ALO, is retiring and stepping down from his positions as provost and dean of graduate studies, effective July 2024. After July 2024, Dr. Bonds will continue with the university on a part-time basis, managing the Master of Arts in Education program. The university has updated the provost's job description and a search committee has been formed to fill the position. A university survey determined that an internal and external search for a new provost would be appropriate.

Library

Utilizing funds provided by an alumnus' family's donation, Humphreys University is renovating its library to improve its technology and versatility, to make the space more accessible and inviting to the university's students.

Concluding Statement

The results of efforts pursued under the 2019-2024 Revised Strategic Plan required time to implement and space to take effect. During a worldwide COVID-19 pandemic, Humphreys University availed itself of various aid grants designed to help institutions weather the pandemic and its inevitable impact on enrollment and institutional finances. The university has successfully exited the pandemic with

- all educational programming approved and available in a distance education format while still providing on-ground options;
- an increase in students attending from more varied and distant locations;
- expanded marketing and enrollment geographies;
- new, improved, and popular credentialing programs; and
- a robust and enrollment-diversifying international program.

The use of a simple, effective enrollment forecasting model based on several data inputs—current enrollment levels, historical retention rates, and new admission goals informed by strategic planning and historical data—provides Humphreys University with a solid and conservative method of forecasting enrollment and setting admission and program goals.

Consequently, enrollment has increased now for eight consecutive quarters. Enrollment exceeds forecasts in the three-year budget forecast previously provided to the 2023 visiting team.

Humphreys University has undertaken significant, deliberate steps to respond seriously and completely to the issues raised by the Commission and the visiting team. The cycle of this reaffirmation of accreditation process has caused the university to reflect on the areas where it needs to improve, but it has also led the university to a new awareness and focus on the things it has done and continues to do well. More stakeholders are involved in university decision-making than ever before. The use of data to aid in those decisions has never been more prevalent. Improved communication between and among the different branches of the university has imbedded itself in university culture. Among these changes, the university has maintained its student-centered focus.

We are a better university than we were two-and-a-half years ago, and our improved and improving financial and enrollment outlooks point to a bright future ahead as we build upon the actions we have taken and the changes we have undergone. We believe we have addressed the Commission's concerns and that we are not only now in compliance with all four WSCUC standards but that we have established processes to maintain that compliance. Thus, we believe we have placed ourselves in a position to have the Warning removed, our accreditation reaffirmed, and a date set for a future comprehensive review.

Other Documents to be Made Available

No additional supplementary materials have been identified by the time of report submission.