Recommendations from the *Draft* Copy of the WASC Team Report

**Major recommendations from the Capacity and Preparatory Review that should continue to receive attention or follow-up before the next accreditation cycle are that California Lutheran University:**

1. Continue the recent progress it has made in program review and the assessment of student learning outcomes, making them an ongoing and integral part of the academic enterprise.
2. Ensure that the current diversity initiative is worked into the fabric and budget of the institution so that it is sustainable.
3. Continue its strong focus on increasing academic challenge and engagement.
4. Increase support for faculty development, particularly in the area of scholarly and creative activity.
5. Continue its efforts to provide competitive faculty compensation and to assist faculty in securing affordable housing.
6. Continue to reduce its high discount rate.
7. Consider reducing the proliferation of small academic departments to see if the University can achieve greater synergies and efficiencies.

**Major recommendations growing out of the Educational Effectiveness Review are that California Lutheran University:**

1. Develop an institutional Assessment Plan that clarifies when and how each institutional Student Learning Outcome will be assessed at the institutional level, identifies required levels of achievement for graduation, and incorporates systematic analysis for use in academic planning.
2. Increase the focus on direct assessment of student work.
3. Clarify accountability in the program review process and link it to other institutional planning and budgeting processes.
4. Revise the core curriculum to base general education requirements on the institutional Student Learning Objectives.
5. Develop an academic plan that integrates academic priorities across units (curricular and co-curricular), coordinates and utilizes university-wide assessment and evaluation processes, and drives other strategic and operational planning.
6. More fully integrate planning for enrollment and retention, academic excellence, diversity, faculty recruitment and retention, facilities and technology, and budgeting and fundraising.
7. Reduce the reliance on adjunct faculty.
8. Develop a recruitment and retention plan for continued diversification of students, faculty, staff, administration, and board.