



WARNER PACIFIC  
UNIVERSITY



STANDARD TWO

Prepared for the Northwest Commission on Colleges and Universities

October 2019

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## Standard Two – Governance, Resources, and Capacity

### Executive Summary

Warner Pacific University operates as an agency of the Church of God (Anderson, Indiana) and as a place of education and service for people who desire a distinctive liberal arts education in a vital Christ-centered community. Founded and incorporated in Spokane, Washington as Pacific Bible College in 1937, the original mission of the college was to prepare church leaders for its sponsoring denomination. Seeking a more central location in the Pacific Northwest, the college moved to Portland in 1940. In 1959, the name of the institution was changed to Warner Pacific College to honor one of the founders of the sponsoring church and to reflect a growing liberal arts emphasis. Accreditation by the Northwest Association of Schools and Universities was achieved in 1961; the most recent accreditation affirmation occurred in 2012 from the Northwest Commission on Colleges and Universities. The University is approved by the HECC Office of Degree Authorization (ODA) as a degree-granting private institution to operate in Oregon, the Washington Student Achievement Council to offer degrees in Washington State, and the National Council for State Authorization Reciprocity Agreements (NC-SARA) to offer distance education.

While Warner Pacific has always been affiliated with the Church of God, Anderson, Indiana, it serves people of all faiths and convictions from Portland, the State of Oregon, the northwest region, other parts of the nation, and the world. Since 1959, the University has expanded from its foundation as a Bible college with modest enrollments to a comprehensive liberal arts institution with a total enrollment of approximately 800, including master degrees and professional and graduate programs. During the years of the “great recession” and immediately following (2008-2012), the institution experienced enrollment growth to levels previously unprecedented. The college expanded from its central campus in Southeast Portland to include six additional campus locations in the Portland/Vancouver area. In the six years of recovery from the recession (2013-2018), enrollment declined to levels similar to those of pre-recession years. During this season, the state of Oregon implemented the “Oregon Promise,” which provides significant tuition assistance for recent high school graduates to attend community colleges. Warner Pacific saw a decrease in the number of first-time freshmen student enrolling during the first three years of implementation of this program. Warner Pacific enrolls approximately 73% Oregon residents and serves a population that is composed of many first-generation, low-income students. In fall 2019, the institution realized a slight increase in enrollment (6%) through the development of new academic and programmatic offerings with a student population that is represented by over 65% students of color and over 33% Hispanic/Latinx students. Currently, Warner Pacific University is the first four-year institution in the State of Oregon to receive the federal designation as a Hispanic-Serving Institution (HSI).

Over the last few years, the college has utilized its strong missional core to strengthen its missional presence in the greater Portland community. In June 2018, the institution changed its name to Warner Pacific University to further strengthen its presence. Also during the last few years, the University expanded its offerings and revamped its General Core Requirements to better serve students.

Warner Pacific University offers five Associate degrees and over twenty-five majors through Bachelor of Arts, Bachelor of Science, Bachelor of Business Administration (BBA), Bachelor of Accounting (BSA), Bachelor of Health Care Administration (BHCA), Bachelor of Social Work (BSW), Bachelor of Science in Nursing (BSN), and Bachelor of Science in Human Development (BHD) degree programs. Master degree programs in Teaching (MAT), Education (MEd), Business Administration (MBA), Management (MMOL), Accounting (MSAC), Human Services (MAHS), Religion (MRel), and Biblical and Theological Studies (MABTS) round out the University's curriculum. Undergraduate degrees require the completion of a minimum of 36-semester credits in the general education core. This newly revised general education core aligns with our four core themes:

- Cultivating a Christ-centered learning community;
- Collaborating with and for our urban environment;
- Fostering a liberal arts education;
- Investing in the formation and success of students from diverse backgrounds.

These core themes are divided into proficiency areas and tied into course learning outcomes across many academic disciplines.

Students participate in a full range of co-curricular activities, including student government, clubs, multicultural events, and intercollegiate athletics for men and women in the National Association of Intercollegiate Athletics, Division II.

The University maintains membership in the following organizations and associations: the Council for Christian Colleges and Universities (CCCCU); the Council of Independent Colleges (CIC); the Council for Higher Education Accreditation (CHEA); the National Association of Independent Colleges and Universities (NAICU); the Hispanic Association of Colleges and Universities (HACU); the American Association of Hispanics in Higher Education (AAHHE); the National Association of College Admissions Counselors (NACAC); the American Association of Collegiate Registrars and Admission Officers (AACRAO); the National Association of Student Financial Aid Administrators (NASFAA); the National Association of College and University Business Officers (NACUBO); the Oregon Alliance of Independent Colleges and Universities (OAIKU); the Oregon Association of Colleges of Teacher Education (OACTE); the Orbis-Cascade Alliance (a consortium of northwest college and university libraries); Tuition Exchange, Inc.; the Council on Social Work Education (CSWE); the Council for the Accreditation of Educator Preparation (CAEP); and, the National Council on Family Relations.

Warner Pacific provides equal opportunity for employment and advancement for all employees and applicants regardless of race, color, sex, gender, national origin, citizenship status, disability, age, genetic information, status with regard to public assistance, veteran status, and any other status protected by laws and regulations to which Warner Pacific is subject. All employment decisions, including hiring, promotions, compensation, benefits, transfers, and terminations, are made in a manner that does not discriminate against individuals in the above-listed categories. Because Warner Pacific is a Christian liberal arts University, the University exercises its legal right to hire Christian employees to fulfill its mission and purpose.

## Governance

*2.A.1 - The institution demonstrates an effective governance structure, with a board(s) or other governing body(ies) composed predominantly of members with no contractual, employment relationship, or personal financial interest with the institution. Such members shall also possess clearly defined authority, roles, and responsibilities. Institutions that are part of a complex system with multiple boards, a centralized board, or related entities shall have, with respect to such boards, written and clearly defined contractual authority, roles, and responsibilities for all entities. In addition, authority and responsibility between the system and the institution is clearly delineated in a written contract, described on its website and in its public documents, and provides the NWCCU accredited institution with sufficient autonomy to fulfill its mission.*

Yes—Warner Pacific University is governed by a Board of Trustees that operates according to the governance structure defined in the Board Policies Manual. The Governance Committee of the Warner Pacific University Board of Trustees holds the responsibility to review the Articles of Incorporation, Bylaws, and Board Policy Manual. The Governance Committee recommends document edits to the Board of Trustees based on changes in policy, procedures, and practices. [BPM pp. 4-5, Board Evaluation]

*2.A.2 - The institution has an effective system of leadership, staffed by qualified administrators, with appropriate levels of authority, responsibility, and accountability, who are charged with planning, organizing, and managing the institution and assessing its achievements and effectiveness.*

Yes—The University has in place a System of Leadership with qualified administrators, with responsibility and accountability, who are charged with planning, organizing and managing the institution and assessing its achievements and effectiveness[BPM pp. 24-27, Org Chart, EC Job Descriptions, EC Resumes]

*2.A.3 - The institution employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The chief executive may serve as an ex officio member of the governing board(s) but may not serve as its chair.*

Yes—Warner Pacific employs an appropriately qualified chief executive officer with full-time responsibility to the institution. The current president holds a Ph.D. in Higher Education Administration and served as a senior-level administrator for 31 years at four institutions prior to appointment as president of Warner Pacific University. The president is an *ex officio*, non-voting member of the Board of Trustees and is not the chair. [BPM pp. 24-29]

*2.A.4 - The institution's decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which they have a direct and reasonable interest.*

Yes—Decision-making structures and processes are documented and publicized, and create opportunity for consideration of the perspectives of University community members on matters of interest and import to them. For example, the Leadership Advisory Council membership includes representation

from faculty, staff, and students enrolled in both the traditional and professional and graduate programs. [Bylaws pp. 1-6, BPM pp. 12-23, FH pp. 13-17, SH pp. 34-36]

## Academic Freedom

*2.B.1 - Within the context of its mission and values, the institution adheres to the principles of academic freedom and independence that protect its constituencies from inappropriate internal and external influences, pressures, and harassment.*

Yes—Warner Pacific University broadly promotes adherence to principles of academic freedom and independence and ardently seeks to protect its constituents from undue influences. Specifically, the University endorses the definition of academic freedom contained in the American Association of University Professors’ Statement of Principles on Academic Freedom and Tenure, first developed in 1940 and updated through “interpretive comments” in 1970 and amended in 1990, 1999, 2005, 2006, and 2013 (“AAUP Statement”). Warner Pacific also adheres to strict guidelines regarding all types of harassment. All senior leaders must complete an online harassment training course. [FH pp.44-45; SH pp. 22-24, 26, 46, 60; EH pp. 29, 32-33, 35-38]

*2.B.2 - Within the context of its mission and values, the institution defines and actively promotes an environment that supports independent thought in the pursuit and dissemination of knowledge. It affirms the freedom of faculty, staff, administrators, and students to share their scholarship and reasoned conclusions with others. While the institution and individuals within the institution may hold to a particular personal, social, or religious philosophy, its constituencies are intellectually free to test and examine all knowledge and theories, thought, reason, and perspectives of truth. Individuals within the institution allow others the freedom to do the same.*

Yes—As stated above, Warner Pacific affirms the general tenets of academic freedom aligned with its Employment and Lifestyle Agreement. Warner Pacific also affirms the pursuit of independent thought and dissemination of research that advances its mission to prepare students to engage actively in a constantly changing world. The Faculty Lecture Series and other library lectures are one such example of opportunities to test and examine knowledge and theories. [Lifestyle Agreement, FH pp. 44-45, Faculty Lecture Series]

## Policies and Procedures

*2.C.1 - The institution’s transfer-of-credit policy maintains the integrity of its programs and facilitates the efficient mobility of students desirous of the completion of their educational credits, credentials, or degrees in furtherance of their academic goals.*

Yes—Warner Pacific University has a clear policy regarding transfer-of-credit that maintains the integrity of its programs while facilitating efficient mobility of students between institutions in completing their educational programs. Philosophically, the policies and procedures regarding transfer-of-credit are grounded in the institutional mission to welcome and serve students from diverse backgrounds, which requires a willingness to evaluate and appropriately award credit for a wide variety of prior educational experiences. At the same time, qualified personnel who are committed to the accurate and consistent

evaluation of prior educational experiences to safeguard the integrity of the academic program administer the policies and procedures regarding transfer-of-credit.

We accomplish this task through a comprehensive transfer of credit policy that incorporates an evaluation of coursework and transfer degrees from accredited colleges and universities, unaccredited institutions, foreign institutions, prior learning experiences, military trainings, and proficiency examinations. These policies are published on the website and in the University Catalog. Transfer of credit policies are reviewed and updated by the Academic Policy Committee as needed. The Registrar oversees the transfer credit evaluation process and makes decisions regarding application of policy. The Academic Policy Committee reviews and adjudicates student petitions regarding transfer credit decisions related to general policies, electives, and core requirements. Additionally, the Registrar collaborates with faculty subject matter experts to evaluate content and determine applicability to specific major requirements. Student petitions regarding transfer of credit for the major are reviewed and adjudicated by the appropriate Division Chair or Dean.

The Transfer of Credit Policy is published on the Registrar page of the Warner Pacific website, in the University Catalog (pp. 37-41), and in the Professional and Graduate Studies Bulletin (pp. 19-22).  
[Transfer of Credit Policy]

*2.C.2 - The institution's policies and procedures related to student rights and responsibilities should include, but not be limited to, provisions related to academic honesty, conduct, appeals, grievances, and accommodations for persons with disabilities.*

Yes—Warner Pacific University publishes clear policies and procedures regarding student rights and responsibilities in various areas.

Academic Integrity: Students are expected to adhere to the highest standards of honorable conduct in academic matters. The Academic Integrity Policy outlines the expectations for academic integrity as well as the steps that are taken when there is a potential policy breach. The policy is administered by the Chief Academic Officer as described in the University Catalog (pp. 45-46) and the Professional and Graduate Studies Bulletin (pp. 38-39), as published on the Registrar page of the Warner Pacific website.  
[Academic Integrity Policy]

Civil Behavior and Consideration of Others in the Classroom: Most Warner Pacific courses include a considerable expectation of participation and active learning during the class period. An interruption caused by one student to the orderly flow of the class session may not only inhibit the learning process but also disrupt and distract others engaged in the class. In order to safeguard the integrity and safety of the learning environment for all students, Warner Pacific University has established a policy for Civil Behavior and Consideration of Others in the Classroom. The policy is administered by the Chief Academic Officer as described in the University Catalog (pp. 46-47) and the Professional and Graduate Studies Bulletin (pp. 154-155), as published on the Registrar page of the Warner Pacific website. [Civil Behavior Policy]

Academic Petitions and Appeals: Occasionally, it may be necessary to institute a petition for a waiver of established policies and procedures. Written appeals of academic policy are processed through the Records Office. Academic appeals fall into two general categories: 1) petitions regarding application of specific policies or 2) appeals of final grades or other academic matters related to a particular course. The appeal policy is administered by the Registrar and the Chief Academic Officer as described in the University Catalog (pp. 50-51) and the 2019-2020 Professional and Graduate Studies Bulletin (pp. 36-37), as published on the Registrar page of the Warner Pacific website. [Academic Petitions and Appeals Policy]

Grievances: The grievance process provides students a process to resolve disputes between other students, staff, faculty, and other members of the community. The policy and process are administered by the Office of Student Affairs and include multiple steps for the student to file a report and receive an adjudicated ruling. Information regarding student complaints and grievances is found in the University Catalog (pp. 32), the Professional and Graduate Studies Bulletin (pp. 151-152), and online at: <https://www.warnerpacific.edu/academics/grievance-process/>. [Grievance Process]

Accommodations for Persons with Disabilities: Warner Pacific University provides academic adjustments and auxiliary aids for qualifying students consistent with Section 504 of the Rehabilitation Act, along with Title II and Title III of the Americans with Disabilities Act of 1990 and the subsequent Amendments Act of 2008. The accommodation process is administered by the Disabilities Resource Coordinator. Policies, procedures, and resources are included in the student handbook (pp. 32-22) and published online at: <https://www.warnerpacific.edu/student-life/disability-resources/>. [Disability Resources]

*2.C.3 - The institution's academic and administrative policies and procedures should include admission and placement policies that guide the enrollment of students in courses and programs through an evaluation of prerequisite knowledge, skills, and abilities to ensure a reasonable probability of student success at a level commensurate with the institution's expectations. Such policies should also include a policy regarding continuation in and termination from its educational programs, including its appeal and re-admission policy.*

Yes—Warner Pacific University has established admissions requirements for courses and programs to ensure a reasonable probability of student success. Undergraduate applicants are asked to provide a secondary record or transcripts of post-secondary work for evaluation. Applicants are expected to provide SAT or ACT scores. While there is a no minimum requirement for admission, the Admissions Review Committee (ARC) considers and makes rulings on any applications from students with composite scores below 900 (SAT) or 19 (ACT). The ARC reviews the comprehensive record, including the student's personal statement, when making admissions decisions. In some cases, the ARC will extend a provisional admission that includes extra support services for the incoming student, such as one-on-one mentoring. Undergraduate admissions requirements are published online at <https://www.warnerpacific.edu/admission/undergraduate/admission-requirements/>. [Undergraduate Admission Requirements]

Warner Pacific University also offers a transfer admissions option for adult degree students. These students must demonstrate a minimum of 48 college-level credits as well as two years of full-time work



experience. The adult degree admissions requirements are published online at <https://www.warnerpacific.edu/admission/adult-degrees/admission-requirements/>. [Adult Degree Admission Requirements]

Graduate admissions requirements include a presentation of transcripts demonstrating completion of a baccalaureate degree with a minimum undergraduate GPA of 3.0. Applicants with an admission GPA below this standard have the opportunity to write a letter of explanation for consideration by the ARC. Graduate admissions requirements are published online at: <https://www.warnerpacific.edu/admission/graduate/admission-requirements/>. In some cases, graduate programs have specific admission criteria based on individual program requirements. [Graduate Admission Requirements]

Satisfactory progress requirements have been established to ensure that students are making reasonable progress toward the degree. Students who fall below the expected standard are placed on academic probation; such students are provided with extra support to help them recover and thrive academically. Probationary students who are unable to demonstrate improved academic performance are placed on academic dismissal according to policy. The Satisfactory Progress policy is included in the University Catalog (pp. 51-52) and published on the Registrar page of the Warner Pacific website. [Satisfactory Progress]

In addition to being placed on the website, all policies regarding admission, continuation, termination, and re-admission are published in the official University Catalog and in the Professional and Graduate Studies Bulletin. The University Catalog also includes information regarding any specific program requirements for particular majors and degrees. [Catalog pp. 7-13, 51-52, 120; Bulletin pp. 9-18]

*2.C.4 - The institution's policies and procedures regarding the secure retention of student records must include provisions related to confidentiality, release, and the reliable backup and retrievability of such records*

Yes—Warner Pacific University adheres to comprehensive student record retention procedures, including provision for reliable and retrievable backup of those records. University staff employed for that purpose maintain all student academic records, supporting documents, and other records. The Registrar maintains transcripts of educational records in the Records Office in Egtvedt Hall. Student paper records are maintained in locked, fireproof filing cabinets in the Records Office and attached storage room. [Student Records Retention Policy]

Warner Pacific University abides by the Family Educational Rights and Privacy Act of 1974, Sec. 438, PUB. L90-247, as amended, which sets forth requirements for the protection of students' rights to privacy in their educational records and gives them the right to inspect such records to seek correction of errors. Every student is guaranteed access to his or her records. The Registrar or a designee will advise a student of procedures for handling a request to correct errors in the records.

The policy on Confidentiality of Student Records is published in the University Catalog, the Professional and Graduate Studies Bulletin, and the student handbook. Information about FERPA and the

institutional Privacy Statement are published on the Registrar page of the Warner Pacific website [Catalog pp. 36-37, 112; Bulletin pp. 23-24; SH pp. 30-31, FERPA, Privacy Statement]

### Institutional Integrity

*2.D.1 - The institution represents itself clearly, accurately, and consistently through its announcements, statements, and publications. It communicates its academic intentions, programs, and services to students and to the public and demonstrates that its academic programs can be completed in a timely fashion. It regularly reviews its publications to ensure accuracy and integrity in all representations about its mission, programs, and services.*

Yes—Warner Pacific University consistently reviews its announcements, statements, and publications for accuracy and clarity, and the review processes includes multi-level review and proofing to ensure accuracy.

University communications are disseminated via three primary means: the WP website; the Signpost and Shield employee/student blogs; and social media. The website provides information to current and prospective students, employees, and the public about the WP mission, learning outcomes, educational programs, and student services ([www.warnerpacific.edu](http://www.warnerpacific.edu)). The Signpost and Shield provide announcements and day-to-day communications to employees and students, with additional information available to each on the MyWP intranet site. Various social media sites, including twitter, Facebook, LinkedIn, YouTube, and Instagram, provide the venue for general public announcements. A new mobile device app (WPU powered by Mobile up) provides participants with information on campus safety, athletics, event/calendar items, and official WPU notifications. The app includes links to campus email, the MyWP intranet, reporting forms, and other important information about student/campus life. [Social Media Guidelines, Mobile App]

In addition to the above, Warner Pacific's mission statement, institutional and program learning outcomes, and information about its educational programs are available for print on the Warner Pacific website (About tab, Academics tab, Registrar page). The mission, vision, and values statements are posted in every building. A dedicated accreditation page ([www.warnerpacific.edu/accreditation](http://www.warnerpacific.edu/accreditation)) lists Warner Pacific's accreditation status as well as past institutional accreditation information, program accreditation information, and other information about various accreditation processes. [Accreditation]

### **Institutional Integrity, Analysis, and Evaluation**

WPU assures clarity, accuracy, and integrity of information related to its learning outcomes, educational programs, and student support services through a two-pronged approach:

- Intentionally embedding a systematic review of these items into the annual review calendar as outlined in the Assessment Handbook; and
- Requiring all committees and departments to have their review and other information posted on a public website.

Through **systematic review**, Warner Pacific requires the academic division or group to have the primary responsibility for clarifying information and ensuring its accuracy with the Board, the President, and each Vice President. This includes:

- **Learning Outcomes:** The Office of Assessment and Institutional Research and the Academic Council (AC) work with faculty to create clearly defined learning outcomes and assessments that accurately describe each course and assess its learning outcomes. The Curriculum Committee works with faculty to create clear course descriptions and syllabi that accurately describe the instructional methods and subject topics that enable students to meet the learning outcomes. [Sample Syllabus]
- **Educational Programs:** The Curriculum Committee works with faculty to create the course sequences and learning outcomes of degree and certificate programs. The Committee also ensures program outlines meet any state requirements for transferable degrees and certificates. The Director of Assessment and Intuitional Research works with faculty in the annual program review of educational programs, as described under Standard 2.F.3.
- **Student Support Services:** Under the direction of the Vice President for Student Life/Dean of Students, student support service units review all documents and policies related to students and are responsible for the clarity and accuracy of their posting in the WPU Catalog and The Squire (student handbook), including any references to Warner Pacific’s educational programs and learning outcomes that are presented in The Squire.

Under the direction of the Vice President for Academic Affairs/Dean of Faculty, the Registrar is responsible for the clarity and accuracy of the information presented in the WPU Catalog about Warner Pacific’s educational programs and learning outcomes. Each program’s responses to the Program Learning Outcomes Assessment Form included in the annual program review are collected using the assessment software Taskstream. Those with access to Taskstream, including the division chairs/deans and the Vice President for Academic Affairs, are able to access data on demand. [Assessment Form]

The Office of Enrollment and Marketing reviews all marketing and publications to check for accuracy as well as to check for accessibility for Section 508 compliance.

*2.D.2 - The institution advocates, subscribes to, and exemplifies high ethical standards in its management and operations, including its dealings with the public, NWCCU, and external organizations, including the fair and equitable treatment of students, faculty, administrators, staff, and other stakeholders and constituencies. The institution ensures that complaints and grievances are addressed in a fair, equitable, and timely manner.*

Yes—Warner Pacific University adheres to high ethical standards in dealing with both external and internal individuals and entities. The University regularly reviews and approves its handbooks that address both employees and students generally, as well as a Faculty Handbook that guides responsibilities specific to faculty. Warner Pacific has stated polices on grievances and whistle blowers to ensure that all parties are heard and concerns addressed in an equitable manner that affirms the institutional mission and values. [BPM pp. 6, 28 (Sec. 4.8); FH pp. 49-51; SH pp. 24-25; EH pp. 37-38; Catalog pp. 50, 119-120]

*2.D.3 - The institution adheres to clearly defined policies that prohibit conflicts of interest on the part of members of the governing board(s), administration, faculty, and staff.*

Yes—Warner Pacific University has a clear policy regarding conflict of interest that both the Board of Trustees and all employees review, complete, and sign each year in the spring. [Conflict of Interest Policy, Disclosure Statement, BPM pp. 23-24]

## Financial Resources

*2.E.1. - The institution utilizes relevant audit processes and regular reporting to demonstrate financial stability, including sufficient cash flow and reserves to achieve and fulfill its mission.*

Yes—Warner Pacific University has policies on oversight and management of financial resources approved by its board and included its Board Policy Manual. Specific policies address audit, accounting and reporting whistleblower, internal control, debt, budget, insurance, ministerial allowance, investment, and human resources. The Finance Committee of the Board of Trustees is charged with responsibility for monitoring the University’s compliance with these policies and receives a report, prepared by the University’s Vice President for Finance, twice per year from the President. It is standard for the University to report compliance in all areas. [BPM pp. 29-30, Approved Budget]

*2.E.2. - Financial planning includes meaningful opportunities for participation by stakeholders and ensures appropriate available funds, realistic development of financial resources, and comprehensive risk management to ensure short-term financial health and long-term financial stability and sustainability.*

Yes—Warner Pacific University demonstrates both financial stability and flexibility through audit processes and financial planning. The University undergoes a financial audit annually which is performed by an independent certified public accountant. Also, at least twice per year, the Board of Trustees receives a report from the President, prepared by the Vice President for Finance, which provides information on cash flow and reserves to support University operations and programs. The financial report includes both one year and multi-year resources, including tuition, fundraising, and auxiliary operations. As well, fiscal viability metrics are considered and presented within the annual budget process. The University’s financial planning framework provides reports regarding short term solvency and long term obligations. At least one time per year, staff and faculty are provided an opportunity to learn about the financial status of the university, budget process, and timeline. Key managers and program heads are invited to participate in and provide direct input into the budgeting process and budget development. The University complies with all government laws and regulations. [BPM pp. 29-30]

*2.E.3 - Financial resources are managed transparently in accordance with policies approved by the institution’s governing board(s), governance structure(s), and applicable state and federal laws.*

Yes – Each year the CFO provides budget training for all Finance staff and budget managers. The budgets are presented to the governing board through review and approval by the Finance Committee. Through continuing audits and internal controls, the University ensures that all of its financial resources go through a system of approvals and review to adhere to all local, state, and federal laws. [Financial Statements, Budget Proposal Presentation, Budget Training, Capital Budget Request, Control Narratives, BPM pp. 29-30]

## Human Resources

*2.F.1 - Faculty, staff, and administrators are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination.*

Yes—All employees are apprised of their conditions of employment, work assignments, rights and responsibilities, and criteria and procedures for evaluation, retention, promotion, and termination. These documents are found in offer letters, contracts, job descriptions, employee and faculty handbooks, annual posters and benefit notices, performance review information posted on a shared drive (staff and administrative faculty), and in our semi-annual staff service award and annual faculty-facing awards. [EH pp. 6-10, 38; FH pp. 22-25; Offer Letter Template; Shared Drive Info; Open Enrollment Packet]

*2.F.2 - The institution provides faculty, staff, and administrators with appropriate opportunities and support for professional growth and development.*

Yes – Warner Pacific University provides opportunities for professional growth and development for all employees. Each Vice President reviews budgets and develops policies to ensure that employees have access to continued professional growth and training. There are also two organization-wide, day-long paid opportunities for professional growth and development that align with the Warner Pacific mission, core themes, and employment and lifestyle agreements. Teaching faculty are allotted an individual professional development fund allowance, and all faculty members are eligible to apply for funds from a larger account to train or present at conferences. Sabbaticals and other research-oriented professional development activities are also supported for eligible faculty members. [EH pp. 25, 32; FH pp. 47-48]

*2.F.3 - Consistent with its mission, programs, and services, the institution employs faculty, staff, and administrators sufficient in role, number, and qualifications to achieve its organizational responsibilities, educational objectives, establish and oversee academic policies, and ensure the integrity and continuity of its academic programs.*

Yes—Warner Pacific University employs sufficient appropriately qualified faculty, staff, and administrators to achieve its educational objectives, establish and oversee academic policies, and assure the integrity and continuity of its academic program consistent with its mission, programs, services, and institutional characteristics. This is accomplished through various academic committees, which have oversight for academic policies and curriculum development, and through the Office of Assessment and Institutional Research, which oversees academic program evaluations. [FH pp. 14-16, Program Evaluation Criteria and Calendar]

*2.F.4 - Faculty, staff, and administrators are evaluated regularly and systematically in alignment with institutional mission and goals, educational objectives, and policies and procedures. Evaluations are based on written criteria that are published, easily accessible, and clearly communicated. Evaluations are applied equitably, fairly, and consistently in relation to responsibilities and duties. Personnel are assessed for effectiveness and are provided feedback and encouragement for improvement.*

Yes – Warner Pacific University provides opportunities for feedback and evaluation of all employees. Each employee is reviewed in alignment with the University mission and individual job responsibilities, and each are given the opportunity for feedback and encouragement to improve. [BPM pp. 27-28, FH pp. 31-34, EH p. 38]

### Student Support Resources

*2.G.1 - Consistent with the nature of its educational programs and methods of delivery, and with a particular focus on equity and closure of equity gaps in achievement, the institution creates and maintains effective learning environments with appropriate programs and services to support student learning needs.*

Yes—Warner Pacific University strives to create effective learning environments across the institution with programs and services that support student needs. These programs seek to be assessment-driven, culturally responsive, and student-centered.

Learning Communities: Through a set of three linked core classes throughout their first year, students are given the ability to connect learning with context and be curious about the world. By experiencing Portland’s city and culture through hands-on learning and service, First Year Learning Communities (FYLCs) invite students to broaden their understanding of where learning and teaching happen and to establish a life-long curiosity about self, others, and responsibility in the world. Dedicated faculty, peer mentors, and staff advisors committed to helping students succeed create a strong learning environment through access to campus resources, the city of Portland as text and context for learning, and strong relationships built with a community of support. Transfer students have the option of participating in Transfer Learning Communities (TLCs) that also provide a group learning environment alongside faculty connections, peer mentors, and staff support. Students in the Professional and Graduate Studies program learn in community via a learning cohort structure. [Learning Communities, Learning Cohorts]

Tutoring Services: Tutoring services are available to all students and include individual tutoring, mentoring, coaching, and supplemental learning opportunities on a variety of subjects. In addition to direct academic support, Tutoring Services assists students in setting academic goals, establishing good study habits, and developing time management strategies. Services are facilitated by the Academic Success Coordinator and student tutors. Tutors come highly recommended by professors and are students who choose to help tutor because they have a firm grasp of the content and subject areas, and because they like to engage and assist others in academic pursuits. [SH p. 32]

Academic Mentoring: Through academic mentoring, students are paired with Warner Pacific staff and faculty for ongoing one-on-one meetings. These individual meetings are available to help students

strategize ways to achieve their academic goals and include mentoring to set academic goals, establish good study habits, develop time management strategies, and improve test-taking, note-taking, and other academic skills. [SH p. 32]

Counseling Services: The Counseling Center provides a supportive and confidential environment to address student concerns and needs. Services are designed to help develop deeper self-awareness, strengthen coping skills, foster healthy relationships, and improve academic performance and community engagement. All counseling services are free of charge to registered students. [SH pp. 42-43]

Disabilities Resource Center: Warner Pacific University provides academic adjustments and auxiliary aids for qualified students consistent with Section 504 of the Rehabilitation Act along with Title II of the Americans with Disabilities Act and the Americans with Disabilities Act Amendment (ADAAA) of 2008. [SH p. 32]

*2.G.2 - The institution publishes in a catalog, or provides in a manner available to students and other stakeholders, current and accurate information that includes: institutional mission; admission requirements and procedures; grading policy; information on academic programs and courses, including degree and program completion requirements, expected learning outcomes, required course sequences, and projected timelines to completion based on normal student progress and the frequency of course offerings; names, titles, degrees held, and conferring institutions for administrators and full-time faculty; rules and regulations for conduct, rights, and responsibilities; tuition, fees, and other program costs; refund policies and procedures for students who withdraw from enrollment; opportunities and requirements for financial aid; and the academic calendar.*

Yes—Warner Pacific University publishes an annual Catalog and a Professional and Graduate Studies Bulletin (Bulletin) with comprehensive and accurate information for students and other stakeholders. In the 2019-2020 publications, the pagination for specific items is as follows:

- Institutional mission: Catalog p. 6/Bulletin p. 6
- Entrance requirements and procedures: Catalog pp. 7-13/Bulletin pp. 9-18
- Undergraduate grading policy: Catalog pp. 48-52/Bulletin pp. 30-33
- Graduate grading policy: Catalog pp. 118-119/Bulletin pp. 30-33
- Undergraduate degrees and academic programs: Catalog pp. 54-111/Bulletin pp. 43-48, 51-68
- Graduate degrees and academic programs: Catalog pp. 122-124/Bulletin pp. 48, 72-90
- Course descriptions: Catalog pp. 125-221/Bulletin pp. 91-140
- Roster of full-time faculty, administrators, and student-facing staff: Catalog pp. 241-245/Bulletin pp. 178-179
- Rules, regulations for conduct, rights, and responsibilities: Catalog pp. 29-35/Bulletin pp. 153-160 (see also Squire)
- Undergraduate academic policies: Catalog pp. 36-53/Bulletin pp. 23-29
- Graduate academic policies: Catalog pp. 112-122/Bulletin pp. 23-29
- Tuition, fees, and other program costs: Catalog pp. 14-17/Bulletin pp. 171-172
- Withdrawal and refund policies and procedures: Catalog pp. 20, 25, 53/Bulletin pp. 174-176
- Opportunities and requirements for financial aid: Catalog pp. 21-28/Bulletin p. 173
- Academic calendar: Catalog pp. 246-247/Bulletin p. 177

*2.G.3 - Publications and other written materials that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession shall be included in such materials.*

Yes—All of University publications that describe educational programs include accurate information on national and/or state legal eligibility requirements for licensure or entry into an occupation or profession for which education and training are offered. Descriptions of unique requirements for employment and advancement in the occupation or profession are provided through Career Services. Currently, we have two programs that meet state licensing eligibility requirements (Teacher Education and Nursing), and one program which requires additional training (Family Studies track of the undergraduate Human Development and graduate Human Services programs). This information is outlined in our application procedures, on the Warner Pacific University website, and in the Catalog and PGS Bulletin. [Career Services; Catalog pp. 101-105, 86-87, 123, 229, 238-240; Bulletin pp. 73-78; Education Program Handbooks, Nursing Program Handbook]

*2.G.4 - The institution provides an effective and accountable program of financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance (such as scholarships, grants, and loans) is published and made available to prospective and enrolled students.*

Yes—Warner Pacific University provides financial aid consistent with its mission, student needs, and institutional resources. Information regarding the categories of financial assistance is available to prospective and enrolled students on the University website at <https://www.warnerpacific.edu/admission/undergraduate/tuition-aid/grants-other-funding/> or <https://www.warnerpacific.edu/admission/graduate/tuition-aid/>. [Tuition & Aid]

*2.G.5 - Students receiving financial assistance are informed of any repayment obligations. The institution regularly monitors its student loan programs and publicizes the institution's loan default rate on its website.*

Yes—Students receiving financial assistance are informed of any repayment obligations. All first-time borrowers of Federal Student Loans are required to complete online Federal Entrance Counseling before the loans are disbursed to the student's university account to pay on their balance. Information about loan rights and responsibilities is available on the University website at <https://www.warnerpacific.edu/about/consumer-info/>. [Consumer Info]



*2.G.6 - The institution designs, maintains, and evaluates a systematic and effective program of academic advisement to support student development and success. Personnel responsible for advising students are knowledgeable of the curriculum, program and graduation requirements, and are adequately prepared to successfully fulfill their responsibilities. Advising requirements and responsibilities are defined, published, and made available to students.*

Yes—All students registered for six credits or more are assigned an academic advisor. The advisor’s responsibility is to assist the student in making an appropriate academic plan to set and reach personal educational goals and fulfill academic graduation requirements. Traditional program students who have earned fewer than 45-semester credits are assigned a professional academic advisor. When preparing to register for their junior year classes, students shift to a faculty advisor in their major area of study, who assists the students in more intentionally focusing on long-range planning, including reviewing the graduation application and the student’s academic major and vocational plans. Students in the Professional and Graduate Studies program are assigned a professional academic advisor that assists them from entry to graduation. The advising process and student expectations are published in the University Catalog. [Catalog pp 41-42]

*2.G.7 - The institution maintains an effective identity verification process for students enrolled in distance education courses and programs to establish that the student enrolled in such a course or program is the same person whose achievements are evaluated and credentialed. The institution ensures the identity verification process for distance education students protects student privacy and that students are informed, in writing at the time of enrollment, of current and projected charges associated with the identity verification process.*

Yes – Warner Pacific University maintains an effective identity verification process that consists of students using only their Warner Pacific-assigned private, community login for coursework and that requires students to sign an agreement that they will not provide their login information to anyone else. Students take exams, submit written work, and conduct online discussion through their secure community login. An online facilitator verifies online discussion participation against course enrollment to ensure only registered students participate in the course. Because distance education courses are conducted entirely online and students are not required to come to campus, Warner Pacific has not experienced the need to develop an identification system for exam proctoring. [Acceptable Use Policy]

## Library and Information Resources

*2.H.1 - Consistent with its mission, the institution employs qualified personnel and provides access to library and information resources with a level of currency, depth, and breadth to support the institution's mission, programs, and services.*

Yes – The Warner Pacific University library serves as the hub of community life and academic research. As the main center for educational resources and community initiatives, the library holds over 75,000 items. These items are physically accessible to students, faculty, staff, and other community stakeholders in comfortably furnished reading areas. Using OneSearch engine, patrons can search simultaneously across multiple digital platforms for articles, AV materials, eBooks, eJournals, electronic newspapers, OERs (Open Educational Resources) and print books. Membership in the Orbis Cascade

Alliance (a consortium of 38 private/public, college/university libraries in Idaho, Oregon, and Washington), provides additional access to over 31 million items. Students, faculty, and staff can request Inter-library loans electronically via <https://library.warnerpacific.edu/> (the library website) or in-person (at the Library Service Desk). Inter-library loan materials are delivered instantly or by courier in two to five business days.

The partnership with the Alliance enabled the Library to launch the aforementioned new library website last May with Ex Libris Alma library management system and Primo discovery/delivery platforms. The Library's new website with Ex-Libris user interface makes resources accessible to students 24x7. Regular library events pull students, faculty, and staff to the library to familiarize them with the library toward the goal of increasing library usage and information literacy. [Library Events]

## Physical and Technology Infrastructure

*2.1.1 - Consistent with its mission, the institution creates and maintains physical facilities that are accessible, safe, secure, and sufficient in quantity and quality to ensure healthful learning and working environments that support and sustain the institution's mission, programs, and services.*

Yes – Warner Pacific University continues to upgrade and modify its facilities to meet the needs of a dynamic curriculum for its students. In response to a downward trend of resources committed to operations and maintenance funding, the University developed mechanisms, such as a Facilities Planning Committee to develop a structured approach to forming recommendations for budget and resource planning. This includes assessing facilities and prioritizing projects to maximize the value of capital funding. The University embraces a collaborative, data-driven decision-making model to identify and prioritize deferred maintenance requirements based on University strategic plans and the Campus Master Plan. Additionally, the University's Facilities Services addresses deferred maintenance requirements in conjunction with client-funded projects. [Facilities Planning Committee]

The main campus of the University is located in southeast Portland on the south slope of Mount Tabor. The 15-acre campus has been the location of the University since 1940. Current total square footage of buildings at the Tabor Campus is approximately 200,000 square feet. Major buildings include: AF Gray Hall, which includes administration and faculty offices, a conference room, and computer labs; Otto F Linn Library, an 11,900 square foot building which includes library holdings, three classrooms, and tutoring space; CC Perry Gymnasium, which includes a weight room, student union activity area, and two classrooms; McGuire Auditorium, a multi-purpose auditorium and music facility that includes faculty offices, a lecture hall, and classrooms on its lower level; Egtvedt Hall, which serves as the student services building and houses the Registrar, Financial Aid, Admissions, the Student Life center, the dining hall and a coffee shop; and Gotham Hall, a two-story science building that houses biology, chemistry, and physics. Additionally, the University leases space in several commercial buildings to serve students enrolled in the Professional and Graduate Studies, nursing, and information technology programs. [Tabor Campus]

Warner Pacific University provides WiFi internet access to students across its campuses. Printers and computers are located in several areas specifically for student use, including: AFG-2 classroom (20); 24-hr computer lab (9); library (9); C205 RM-9 classroom (26); C205 common area (3); EGT (3); and Student

Life (2). All classrooms are equipped with podium computers and projectors. The standard configuration is Windows 10 Pro, with an i5 processor, 8gb RAM, 1080p screen, and MS Office 2016. All students, faculty, and staff are entitled to load MSO365 on up to 5 personal devices. Internet access is provided to Blackboard Open LMS, Colleague portal/self-service, and webmail. [Technological Infrastructure, Technology Assessment, Facilities Objectives, Implementation Calendar]

### Conclusion – Standard Two

President Andrea Cook guides the university under the authority of the Board of Trustees. By adopting a “policy governance” style of operation, the board has established parameters for the leadership of the university to ensure that institutional policies and procedures maintain the highest order of integrity.

The president, in turn, empowers the members of the Executive Cabinet (Vice President for Academic Affairs/Dean of Faculty, Vice President for Student Life/Dean of Students, Vice President for Finance, Vice President for Enrollment Management and Marketing, and Vice President for Institutional Advancement and External Relations), and all employees to fulfill their respective roles in furtherance of the mission of the University. The University promotes a safe, professional academic working environment characterized by equity, intellectual freedom, and honesty. As a principle of leadership, all employees of the university are evaluated annually. Faculty members are evaluated by students and peers according to their teaching assignments, and by peers in reference to their scholarship and service. Staff members are evaluated by supervisors in line with job descriptions and according to criteria enumerated in the performance evaluation system. The result of each of these processes includes opportunities for conversations that clarify findings and provide opportunities for goal setting and improvement plans.

Warner Pacific’s academic program rests at the very heart of the mission of the University. In keeping with its importance, University policies governing the academic program are managed by the faculty, published prominently, and reviewed frequently. The programs are crafted by the faculty as responses to investigation of best practices within disciplines, innovation, student interest, marketplace demand, and the availability of faculty and other resources to support the curriculum. Annually, the faculty engage in assessments of each major to encourage continuous improvement. The undergraduate program includes a well-crafted general education program, majors of sufficient depth of study, and highly qualified faculty teaching within their areas of expertise. Similarly, the graduate program includes degrees that are consistent with the standards of higher education, that meet student needs, and that rely upon a corps of highly qualified faculty. The undergraduate and graduate programs were developed and continued to be assessed as reflections of the University’s mission.

As an institution that recruits a large percentage of students from urban high schools, some of whom have not been adequately prepared for university-level academic work, the university takes seriously its responsibility to provide the support necessary to encourage student success. Through its formal Academic Support Center, Office of Enrollment Management, as well as in academic advising, co-curricular programming, financial aid counseling, career and professional development, campus safety, intercollegiate athletics and leadership opportunities, the University proactively seeks to empower students to take advantage of their educational opportunities. Students receive digital publications and

are encouraged to use the University's website to find timely and accurate information regarding all policies governing their participation in the community.

Otto F. Linn Library is not only the physical heart of the Mt. Tabor Campus but also the "learning center" for the entire University. Library staff is available either in classes or via online tutorials to support student learning through the acquisition of information resources. Many resources are available in physical form as well as electronically, enabling students at distant learning sites to have access to all library resources.

Similar to other small private institutions, Warner Pacific University relies heavily on tuition revenue and enrollment of students for its financial health and vitality. As noted earlier in this document, the University's enrollment peaked in 2011 when unemployment rates were high and many adult learners opted for higher education as a means to retool and improve their employability. As the economy improved and unemployment rates dropped, the institution's adult student enrollment declined. With the decline in enrollment, the University recalibrated staffing levels as needed to align with the size of the student body.

At the same time, the institution's leadership recognized the challenges and opportunities of the shifting demographics of the rising classes of Oregon traditional-aged students who would be pursuing higher education in the years to come. Warner Pacific is located in Southeast Portland, a quadrant of the city that has changed as a result of the impact of gentrification. The student populations of high schools located most closely to the institution became increasingly first-generation, low-income and ethnically diverse as the development north and northeast Portland pushed families of our students to relocate at the margins of the city.

Recognizing the economic challenges faced by the student population we now serve, the University restructured tuition and financial aid by reducing tuition 24% in the fall of 2018 while adjusting the tuition discount in a manner that would not reduce the net revenue per student. Students receiving federal and state aid (those with the highest financial need) find that net cost after aid is significantly lower than was previously the case. The University has prioritized serving students who have frequently been underserved by higher education.

Over the past few years, the University has benefitted from the proceeds of an estate gift that was unrestricted by the donor. The Board of Trustees decided to invest the proceeds as a quasi-endowment fund to be assigned and released by action of the Board. The Board continues to preserve much of the fund and has released some funds to make strategic investments in program development to enhance enrollment.

As of fall 2019, the University is seeing the beginning of enrollment recovery with the addition of a pre-licensure Nursing program (BSN), cybersecurity, mobile and web development, criminal justice, softball, and the development of partnerships with several school districts and not for profits for the support of educational development of employees.

Buildings on the Mt. Tabor Campus, which houses the traditional student academic program and some PGS (Professional and Graduate Studies) cohorts are well maintained and appropriate for a university of Warner Pacific's size and program. The University has four additional locations in the Portland/Vancouver area which house PGS classes and administrative offices, as well as a site downtown for its SourceU technology program. Warner Pacific invests appropriately in its technological infrastructure to provide its students, faculty, and staff with the tools they need to perform their functions at the institution.

The key to Warner Pacific's success in mission fulfillment through the management of its resources is a sense of stewardship that pervades the institution's planning and implementation processes. That careful, professional, and responsible approach lends to the acquisition of and care for the resources that enable the University to achieve its objectives.