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Members of the  
Whittier College Board of Trustees  
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To The Whittier College Board of Trustees:

You are undoubtedly aware of your fiduciary responsibilities as members of the Board of Trustees and that while the Board may act as a body the fiduciary duties applied by law and best practice fall on individual board members. And, I am sure you are aware of the responsibilities of the President of Whittier College and the Board of Trustees for continuing the accreditation of Whittier College. For a school or college to lose its accreditation is to eliminate the institution from any competitive chance at gaining new students. For all intents and purposes, a college degree is worth nothing to a student that graduates from a college with no accreditation. For Whittier College, this dilemma is just around the corner. While Whittier College was reaffirmed for eight years of accreditation by the Western Association of Schools (WASC) and Colleges Senior College and University Commission (WSCUC) in July 2022, that review provided several commendations, recommendations, requirements, and actions both for time, date, and evaluation.

In the formal WASCUC Accreditation Report dated April 5-8, 2022, the Review Team made the following recommendations:

### **RECOMMENDATIONS**

The team has identified the following recommendations to focus Whittier's ongoing efforts:

1. Develop a comprehensive resource and budgeting model that integrates with the strategic plan, focuses on long-term operational and financial viability, ensures expenditure reductions are appropriate and sustainable, and emphasizes revenue generation. (CFR 3.4)
2. Accelerate the development of a strategic enrollment plan with adequate resources, clear measurable targets, and metrics to ensure success. (CFRs 3.4, 4.6)
3. Implement the strategic plan by identifying key activities, metrics of success, and timelines, and by aligning the plan to budget, resource allocation, new initiatives, and organizational structures. (CFR 4.6)
4. To foster greater trust and collaboration, formalize practices to support communication and transparency

- among leadership and across the broader campus community and provide meaningful opportunities for faculty, staff, and student input into decisions in which they have a direct and reasonable interest. (CFRs 3.6, 3.7, 3.10)
4. Develop a staff and faculty strategy that assures adequate capacity to meet the educational mission of the college and goals of the institutional strategic plan. (CFRs 3.1, 3.2)
  5. To enhance faculty and staff levels of satisfaction, retention, and engagement, work to address morale by reviewing current workloads and job scopes and planning for appropriate Page 34 of 41 compensation structures. Continue to monitor morale through the use of engagement surveys or other methods. (CFRs 3.1, 3.2, 3.7, 3.10)
  6. Ensure the capacity of the Office of Institutional Research and Assessment to provide high quality, accurate data and analysis for use in assessment, program review, planning, student success initiatives, resource allocation, and overall institutional effectiveness. (CFRs 4.1, 4.2, 4.3, 4.4)
  7. Continue to develop and strengthen assessment and program review processes across the institution, with consideration of the goals of the strategic plan, so that the results can be used to inform decisions regarding program improvement, viability, sustainability, and potential growth. (CFRs 2.7, 2.11, 4.1, 4.3, 4.4)
  8. Continue efforts to operationalize and resource the Strategic Plan for Equity and Inclusion by establishing timetables and a set of measurable outcomes that are visible, accessible, and actionable. Create programming that will recognize and support the multiple identities and intersectionalities of the entire Whittier community. (CFR 1.4) (WASC Report dated 04/5-8/ 2022)

On July 11, 2022, Whittier College received a letter from the WASC Senior College and University Commission providing the following required institutional response:

**The Commission requires the institution to respond to the following issues:**

1. Develop a comprehensive resource and budgeting model that integrates with the strategic plan, focuses on long-term operational and financial viability, ensures expenditure reductions are appropriate and sustainable, and emphasizes revenue generation. (CFR 3.4)
2. Accelerate the development of a strategic enrollment plan with adequate resources, clear measurable targets, and metrics to monitor success. (CFRs 3.4,4.6)
3. Implement the strategic plan by identifying key activities, metrics of success, and timelines, and by aligning the plan to budget, resource allocation, new initiatives, and organizational structures. (CFR 4.6)
4. To foster greater trust and collaboration, formalize practices to support communication and transparency among leadership and across the broader campus community and provide meaningful opportunities for faculty, staff, and student input into decisions in which they have a direct and reasonable interest. (CFRs 3.6, 3.7, 3.10)

5. Develop a staff and faculty strategy that assures adequate capacity to meet the educational mission of the college and goals of the institutional strategic plan. (CFRs 3.1. 3.2)
6. To enhance faculty and staff levels of satisfaction, retention, and engagement, work to address morale by reviewing current workloads and job scopes and planning for appropriate compensation structures. Continue to monitor morale using engagement surveys or other methods. (CFRs 3.1, 3.2, 3.7, 3.10)
7. Ensure the capacity of the Office of Institutional Research and Assessment to provide high quality, accurate data and analysis for use in assessment, program review, planning, student success initiatives, resource allocation, and overall institutional effectiveness. (CFRs 4.1, 4.2, 4.3, 4.4)
8. Continue to develop and strengthen assessment and program review processes across the institution, with consideration of the goals of the strategic plan, so that the results can be used to inform decisions regarding program improvement, viability, sustainability, and potential growth. (CFRs 2.7, 2.11, 4.1, 4.3, 4.4)
9. Continue efforts to operationalize and resource the Strategic Plan for Equity and Inclusion by establishing timetables and a set of measurable outcomes that are visible, accessible, and actionable. Create programming that will recognize and support the multiple identities and intersectionalities of the entire Whittier community. (CFR 1.4)

In that same letter of July 11, 2022, the WASCUC required the following actions:

### Actions

1. Receive the Accreditation Visit team report
2. Reaffirm accreditation for a period of eight years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2029 and the Accreditation Visit in spring 2030
4. Schedule a **progress report, due October 3, 2022**, that provides an update on the financial status of the institution (including the 2021 audit; revenue derived from tuition; and any new philanthropic gifts) and lists enrollment figures for fall 2022 for first year and transfer students as well as the total enrollment
5. Schedule a **progress report, due October 2, 2023**, that provides an update on the financial status of the institution (including the 2022 audit; revenue derived from tuition; and any new philanthropic gifts) and lists enrollment figures for fall 2023 for first year and transfer students as well as the total enrollment
6. Schedule a **Special Visit in spring 2025** to address Whittier's progress on all nine requirements cited in this letter,

Interim Reports focus on specific issues of concern identified as part of the comprehensive review process, annual report submission, the complaint process, substantive change, or other interactions with the Commission. The purpose of Interim Reports is to ensure that institutions continue to meet the Core Commitments and Standards with respect to the identified areas of concern. These reports are peer-reviewed by the [Interim Report Committee](#).

Interim Reports and supporting documents that have been requested by the Commission or WASC staff are peer-reviewed by the Interim Report Committee (IRC). The Committee meets in panels via conference call to review reports. Institutional representatives are invited to participate via conference call to answer questions or provide clarification. After the review, the IRC may:

- Receive the report with recommendations
- Receive the report with request for an additional interim report or progress report
- Receive the report with a recommendation that the Commission send a site visit team to follow up on specified issues
- Defer action pending receipt of follow-up information

It was one of my greatest challenges to work in a public school district where the high school had lost its accreditation. The fallout from that loss was excruciatingly painful, especially for the community at large. The long hours and hard work that went into re-establishing full accreditation was nothing short of a miracle.

In these last few weeks of letters from the President of Whittier College and select members of the Board of Trustees along with various meetings both in person and through Zoom, it has become abundantly clear that the recommendations and actions of the WASCUC accreditation team have not been implemented, not even partially.

It began with the complete lack of any data driven information to support the elimination of certain athletic programs. It has been evident in every communication that statistical analysis of the decision lacks financial data/planning, student enrollment data/planning, revenue data/planning, lack of full inclusion of all the stakeholders in the decision process including faculty, students, alumni, and community. All of these issues are specifically cited in the accreditation review. Further, the Board wrote to the Whittier College community on September 16, 2021 pledging its commitment to transparency in the wake of the President's misguided hiring of her son to a senior post at the College. You "encouraged the continued sharing of ideas on how to adapt our model to a society and economy of the future, always protecting our values while giving us permission to be bold." How is it then that decisions continue to be made without inclusion of the WC College Community and we are still awaiting details of the President's multi-year financial wellness plan?

The arbitrary sale of assets reveals no long-term investment strategy or planning, also mentioned in the review. The broad public dissent over the decision to eliminate sports demonstrates that nothing has been done by the President to improve the morale,

satisfaction, and retention of faculty, staff, students, or alumni. Should these issues been planned for by the dates set forth in the July 11, 2022, letter from the WASCUC, let alone put into practice, all the data and all the information would have been in hand at all the meetings and the answers to the many and pointed questions would have been short, on target, and to the point. None of that was apparent.

All these issues lead to one inescapable conclusion. Should these issues remain uncorrected by the Spring of 2025, Whittier College will lose its 138-year-old accreditation and make the college completely irrelevant and any further degrees conferred, worthless. The College would be expected to teach-out the current students or support them to transfer to another institution(should they be admitted), the staff will be unemployed, the faculty will be humiliated, oh, and unemployed, and all the alumni will have their degrees tarnished by this incomprehensible error and oversight. Frankly, more worrisome is the likelihood that Whittier College will fail to yield sufficient enrollment to maintain a viable institution well before this Spring 2025 deadline.

While the current President may bear the blame, she will move on and “chock it up” to an incompetent and racist Board of Trustees. The current Board of Trustees will be incapable of escaping the derision, the embarrassment, and the curse of the community of Whittier. And as noted at the start of this letter, the Board is personally liable for negligence in decision-making, including acts of willful misconduct or gross negligence.

And so. I ask you on behalf of the alumni, students, staff, faculty and the community if Whittier, what are you going to do to prevent all this from coming to pass? The Whittier College community is waiting.

Respectfully

/s/

Francis L. Remkiewicz '74

Delivered by email December 17, 2022