

July 14, 2023

Dr. Swarup Wood, President
Mount Madonna Institute
445 Summit Road
Watsonville, CA 95076

Dear President Wood:

This letter serves as formal notification and official record of action taken concerning Mount Madonna Institute (MMI) by the WASC Senior College and University Commission (WSCUC) at its meeting June 30, 2023. At that meeting, WSCUC acted to place MMI on Formal Notice of Concern.

A Formal Notice of Concern provides notice to the institution and the public that, while it currently meets WSCUC Standards, the institution is in danger of being found in noncompliance with one or more Standards if current trends or findings continue. If the Commission finds that the institution is out of compliance with the Standards, a sanction could be imposed as described in the 2013 *Handbook of Accreditation*. A Formal Notice of Concern is public information and will be posted on the WSCUC website.

This action was taken after consideration of the report of the review team that conducted the Special Visit to MMI May 4-8, 2023. The Commission also reviewed the materials submitted by MMI subsequent to the Special Visit. The Commission appreciated the opportunity to discuss the visit with your colleagues Sarada Diffenbaugh, Interim Board Chair and Jen Rand, Assistant to the President. Their comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's status with WSCUC.

The Commission found that MMI is at risk of noncompliance with Standards 3 and 4, specifically:

CFR 3.4. Financial strength and sustainability. While MMI has sufficient resources to support operations for the next two years, additional proposed funding sources beyond that are not yet secured and projected enrollment gains not yet proven. If those funds are not secured and/or enrollment gains not realized, the institution may not have resources sufficient to ensure long term viability.

CFR 4.7. Strategic planning and growth. MMI's enrollment has declined in recent years and, if MMI does not grow enrollment, programs may not be sustainable. MMI needs to continue to revise its strategic plan to address challenges encountered following the pandemic.

The accredited status of MMI continues during Notice of Concern, and any new sites or degree programs initiated by the institution must be approved through the substantive change process.

Actions

1. Receive the Special Visit team report that focused on faculty professional development, administration, service personnel and board professional development, workload of the Office of Institutional Effectiveness, cost/benefit of offering federal financial aid, scheduling audits, board independence, financial sustainability and planning
2. Issue a Formal Notice of Concern
3. Schedule the next reaffirmation review with an Offsite Review for Spring 2025 and Accreditation Visit for Fall 2025
4. Schedule an Interim Report on March 1, 2024, to address requirements 1 and 2 below

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

1. Strengthen financial forecasting and resources, continue to diversify revenue streams, and develop realistic financial and enrollment management planning processes to ensure long-term viability. (CFR 3.4)
2. Revise the strategic plan to ensure that goals for growth are still achievable and sustainable, as measured by key indicators, and considers changes that are currently taking place and are anticipated to take place within the institution and higher education environment. (CFR 4.7)
3. Ensure that appropriate resources are allocated to support infrastructure-serving key functions (e.g., institutional research, admissions, and instructional technology) as the Master of Arts in Ayurveda and related programs grow. (CFRs 3.1, 3.5)
4. Continue to implement and refine the assessment of the Master of Arts in Ayurveda. (CFRs 2.3, 2.4, 4.3)
5. Ensure staff professional development continues and provides opportunities to further professional job-related skills. (CFR 3.3)

In accordance with Commission policy, a copy of this letter is being sent to the chair of MMI's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the MMI website and widely distributed throughout the institution to promote further engagement and improvement and to support the institution's response to the specific issues identified in these documents. The team report and the Commission's action letter will also be posted on the WSCUC website. If the institution wishes to respond to the Commission action on its own website, WSCUC will post a link to that response on the WSCUC website.

Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,



Jamiene S. Studley President

JSS/lp

Cc: Phillip Doolittle, Immediate Past Chair
Tracy Poon Tambascia, Chair
Sarada Diffenbaugh, Board Chair
Members of the Special Visit team
Linda Petersen, Vice President