

Making **WASC** Meaningful: Understanding Standard 3: Assuring Resources and Organizational Structures

The institution achieves its objectives for educational effectiveness and success for all students through allocation of human, physical, fiscal, technology, and information resources within appropriate organizational and decision-making structures and consistent with its stated mission and objectives.

Criteria For Review (CFRs) Faculty, Staff, and Administrators

CFR 3.1 The institution employs faculty, staff, and administrators sufficient in scale, professional qualifications, and background to achieve the institution's educational and student success objectives, to propose and oversee policy, and to ensure the integrity of its academic, student support, and co-curricular programs and services and administrative processes.

CFR 3.2 Faculty, staff, and administrator recruitment, hiring, and orientation practices and workload expectations are aligned with institutional mission and priorities. The institution examines the extent to which its climate supports faculty, staff, and administrators and acts on its findings.

CFR 3.3 The institution provides professional development and evaluation for faculty, staff, and administrators.

Fiscal, Physical, Technology, and Information Resources

CFR 3.4 Resource planning and development include realistic budgeting, enrollment management, and diversification of revenue sources. Resource allocation is aligned with evidence-based educational and student success objectives consistent with operational and strategic planning.

CFR 3.5 The institution is financially stable and has resources sufficient to ensure long-term sustainability. The institution has unqualified or unmodified independent financial audits.

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CFR 3.6 The institution provides physical, technology, information, and other resources sufficient in scope, quality, currency, and kind to support the work of its faculty, staff, administrators, and students.

Organizational Structures and Decision-Making Processes

CFR 3.7 The institution operates with appropriate autonomy governed by an independent board or similar authority that is responsible for mission, integrity, and oversight of planning, policies, performance, and sustainability. The governing board selects and evaluates the chief executive officer.

CFR 3.8 The board members have a range of backgrounds, knowledge, and skills to carry out their responsibilities.

CFR 3.9 The institution has sufficient and qualified leadership capacity at all levels, characterized by integrity, appropriate responsibility, high performance, and accountability.

CFR 3.10 Data are regularly and systematically disseminated internally and externally, and analyzed, interpreted, and applied in institutional decision-making.

CFR 3.11 The institution's organizational structures and decision-making processes are clearly defined, consistent, and transparent, support effective decision-making and risk management, and place priority on sustaining institutional resilience and educational effectiveness.

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