

July 14, 2023

Mr. Michael Young
President
New York Film Academy
3300 West Riverside Drive
Burbank, CA 91505

Dear President Young:

This letter serves as formal notification and official record of action taken concerning New York Film Academy (NYFA) by the WASC Senior College and University Commission (WSCUC) at its meeting June 30, 2023. This action was taken after consideration of the report of the review team that conducted the Special Visit to NYFA March 1-3, 2023. The Commission also reviewed the institutional report and exhibits submitted by NYFA prior to the Special Visit and the institution's May 19, 2023, response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleague Sonny Calderon, Vice President, Academic Affairs and ALO. Your 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.

Actions

1. Receive the Special Visit team report that focused on: (1) finances; (2) enrollment management; (3) English language proficiency standards and support services; (4) admissions standards; (5) faculty academic leadership; (6) decision-making processes and communication; (7) faculty workload; and (8) library resources
2. Continue with the previously scheduled reaffirmation review with the Offsite Review in fall 2024 and the Accreditation Visit in spring 2025
3. Schedule a Progress Report to be submitted by November 1, 2023, to include the following information:
 - a. Audited financial statements for 2022
 - b. Financial projections for FY23
 - c. Enrollments for spring 2023, summer 2023, and fall 2023
4. Schedule a Progress Report to be submitted by March 1, 2024, to include the following information:
 - a. Any adjustments to the FY23 budget
 - b. Enrollments for spring 2024
 - c. Status of faculty initiatives to address workload, compensation, benefits, and rank and title

The Commission commends NYFA in particular for the following:

1. The dedication and hard work of staff and faculty who collaborate across the three campuses to provide comprehensive support for student success and enhance the overall experience of students.
2. The Cross-campus Diversity Equity and Inclusion Council, which has successfully developed and implemented various training modules, created useful tools such as the DEI checklist and film resources, and provided valuable input into institutional decision-making processes.
3. Increased efforts to enhance enrollment by adopting a new CRM, investing in marketing and enrollment expertise, improving the university website for a better user experience, identifying new markets, and developing online programs.
4. Proactive steps, through program and individual department efforts, to improve policies, processes and practices that enhance the educational and operational effectiveness of the institution.

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

1. Strengthen its financial position by increasing enrollment, continuing efforts to diversify revenue streams, and engaging in contingency planning for scenarios where results fall short of projections. (CFR 3.4)
2. Accelerate efforts to expand enrollments by building on analyses of recruiting and marketing tactics and developing a plan to minimize the number of students who commit to NYFA but fail to enroll. (CFR 3.4)
3. Establish clear and transparent decision-making and communication channels to facilitate timely and open sharing of information. (CFRs 1.7, 3.6, 3.7)
4. Implement strategies to mitigate the negative impact on faculty and staff well-caused by institutional austerity measures and the subsequent increase in workloads. (CFR 3.1, 3.3)
5. Continue to advance initiatives aimed at enhancing faculty governance and addressing concerns related to workload, compensation, benefits, as well as rank and title. (CFRs 3.1, 3.2, 3.10)
6. Continue to assess and strengthen English proficiency requirements and standards using comprehensive data and improved analyses that consider multiple factors affecting student success, while enhancing the effectiveness of services and programs supporting low-proficiency students, including the International Pathway Program (IPP). (CFRs 2.2, 2.13)
7. Continue to strengthen and refine admission standards and procedures by incorporating faculty input into admission criteria, especially regarding English language proficiency standards. (CFRs 1.7, 2.2, 3.7)

In accordance with Commission policy, a copy of this letter is being sent to the chair of NYFA's governing board. The Commission expects that the team report and this action

letter will be posted in a readily accessible location on the NYFA 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.

Finally, the Commission wishes to express its appreciation for the extensive work that New York Film Academy undertook in preparing for and supporting this accreditation review. WSCUC is committed to an accreditation process that adds value to institutions while contributing to public accountability, and we thank you for your continued support of this process. Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,

A handwritten signature in cursive script, appearing to read "Jamienne S. Studley".

Jamienne S. Studley
President

JSS/bgd

Cc: Phillip Doolittle, Immediate Past Chair
Tracy Poon Tambascia, Chair
Sonny Calderon, ALO
Kristi Nelson, Board Chair
Members of the Special Visit team
Barbara Gross Davis, Vice President