



**Adventist
Accrediting
Association**

Report of the Administrative Review Committee

to

Loma Linda University

Loma Linda
California, 92350

Prepared for the

Accrediting Association of Seventh-day Adventist
Schools, Colleges, and Universities

December 16-17, 2015

**Report of the Visiting Committee
Regarding
Loma Linda University**

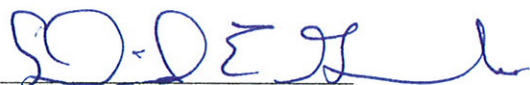
Administrative Review Visit Recommendation

To: The Accrediting Association of Seventh-day Adventist Schools, Colleges, and Universities, General Conference of Seventh-day Adventists, Silver Spring, MD, USA

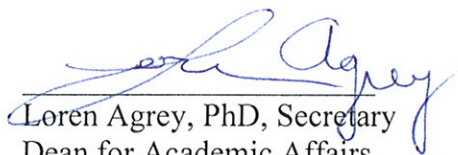
From: The AAA Visiting Committee

Date: December 16-17, 2015

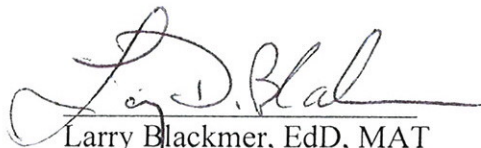
The visiting committee appointed to review the mission function of Loma Linda University met on its campus December 16-17, 2015, reviewed the documents submitted by the University, interviewed various members of the institutional community, and conducted on-site observations. Whereas the institution has made significant progress in implementing the recommendations of the previous regular visit committee, the administrative review committee recommends that the accreditation of Loma Linda be extended until December 31, 2020.



David Greenlaw, DMin, Chair
President/CEO
Adventist University of Health Sciences



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Kettering College of Medical Arts



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Vice President for Education
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Mike M. Lekic, PhD, MPH, MDiv
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Institutional Profile

Structure of the Institution

Number of academic entities: 8 Schools
 Listing of academic entities: SAHP, SBH, SD, SM, SN, SP, SPH, SR
 Type of programs offered: Certificate, Associate, Bachelor, Masters, Doctoral, Professional

Enrollment Statistics: Fall 2015

School	UG	PG	Male	Female	SDA	Other	Total
Allied Health Professions	633	695	471	857	390	938	1328
Behavioral Health	1	359	74	286	90	270	360
Dentistry	68	510	306	272	298	280	578
Medicine	3	839	472	370	608	234	842
Nursing	488	209	155	542	276	421	697
Pharmacy	0	325	101	224	97	228	325
Public Health	0	361	98	263	130	231	361
Religion	1	20	12	9	15	6	21
Total	1194	3318	1689	2823	1904	2608	4512

Enrollment Trends: Last 5 years – Fall Census, home school of student

School	Year 1	Year 2	Year 3	Year 4	Year 5
Allied Health Professions	1176	1277	1377	1359	1328
Behavioral Health	NA	389	368	375	360
Dentistry	649	654	658	620	578
Medicine	777	804	822	854	842
Nursing	569	609	645	671	697
Pharmacy	313	319	325	335	325
Public Health	570	567	503	394	361
Religion	18	31	31	21	21
Total	4072	4650	4729	4629	4512

Faculty Statistics: Fall 2015

Qualification	FT	PT	Male	Female	Adventist	Other	Total
Doctorate	1516	316	1181	651	857	975	1832
Masters	252	15	93	174	120	147	267
Bachelors	43	19	14	48	31	31	62
Total	1811	350	1288	873	1008	1153	2161

Listing of Degree Programs

As reported by the institution, the degree programs currently offered are as follows:

Allied Health Prof

Associate in Science

- AS.Cardiac Electrophysiology Technology
- AS.Medical Radiography
- AS.Physical Therapist Assistant

Bachelor of Science

- BS.Advanced Practitioner Respiratory Care
- BS.Clinical Laboratory Science
- BS.Communication Sciences and Disorders
- BS.Cytotechnology
- BS.Emergency Medical Care
- BS.Health Care Administration
- BS.Health Information Administration
- BS.Nuclear Medicine Technology
- BS.Nutrition and Dietetics
- BS.Radiation Sciences
- BS.Respiratory Care

Doctor of Occupational Therapy

- OTD.Occupational Therapy

Doctor of Philosophy

- PhD.Physical Therapy
- PhD.Rehabilitation Science

Doctor of Physical Therapy

- DPT.Physical Therapy

Doctor of Science

- DSc.Physical Therapy

Doctor of Speech-Language Pathology

- SLPD.Speech-Language Pathology

Master of Occupational Therapy

- MOT.Occupational Therapy

Master of Physician Assistant

- MPA.Physician Assistant

Master of Science

- MS.Communication Sciences and Disorders
- MS.Health Informatics
- MS.Health Professions Education
- MS.Nutrition and Dietetics
- MS.Nutrition Care Management

**Master of Science in Orthotics and
Prosthetics**

MSOP.Orthotics and Prosthetics

Master of Science in Radiation Sciences

MSRS.Radiation Sciences

MSRS.Radiologist Assistant

Master of Science in Rehabilitation

MSR.Physical Therapy

Master of Science Respiratory Care

MSRC.Respiratory Care

Behavioral Health

Doctor of Marital and Family Therapy

DMFT.Marital and Family Therapy

Doctor of Philosophy

PhD.Family Studies

PhD.Marital and Family Therapy

PhD.Psychology

PhD.Social Policy and Social Research

Doctor of Psychology

PsyD.Psychology

Master of Arts

MA.Family Studies

MA.Psychology

Master of Science

MS.Child Life Specialist

MS.Counseling

MS.Criminal Justice

MS.Gerontology

MS.Marital and Family Therapy

Master of Social Work

MSW.Social Work

Dentistry

Associate in Science

AS.Dental Hygiene

Bachelor of Science

BS.Dental Hygiene

Doctor of Dental Surgery

DDS.Dentistry

DDS.Dentistry/International Dentist

Program

Master of Science

MS.Endodontics

MS.Implant Dentistry

- MS.Oral and Maxillofacial Surgery
- MS.Orthodontics and Dentofacial Orthopedics
- MS.Pediatric Dentistry
- MS.Periodontics
- MS.Prosthodontics

Master of Science in Dentistry

- MSD.Dental Anesthesiology
- MSD.Endodontics
- MSD.Implant Dentistry
- MSD.Oral and Maxillofacial Surgery
- MSD.Pediatric Dentistry
- MSD.Periodontics
- MSD.Prosthodontics

Interdisciplinary St

Bachelor of Science

- BS.Health Science

Medicine

Bachelor of Science

- BS.Environmental Sciences
- BS.Geology

Doctor of Medicine

- MD.Medicine

Doctor of Philosophy

- PhD.Anatomy
- PhD.Biochemistry
- PhD.Biology
- PhD.Earth Science
- PhD.Integrated Biomedical Graduate Studies
- PhD.Medical Scientist
- PhD.Microbiology and Molecular Genetics
- PhD.Pharmacology
- PhD.Physiology

Master of Medical Science

- MMS.Biomedical Sciences/Medicine

Master of Science

- MS.Anatomy
- MS.Biochemistry
- MS.Biology
- MS.Geology
- MS.Microbiology and Molecular Genetics
- MS.Natural Sciences
- MS.Pathologists Assistant
- MS.Pharmacology

MS.Physiology

Nursing

Bachelor of Science

BS.Nursing

Doctor of Nursing Practice

DNP.Nursing

Doctor of Philosophy

PhD.Nursing

Master of Science

MS.Nursing

Pharmacy

Doctor of Pharmacy

PharmD.Pharmacy

Public Health

Doctor of Philosophy

PhD.Epidemiology

Doctor of Public Health

DrPH.Epidemiology

DrPH.Health Education

DrPH.Health Policy and Leadership

DrPH.Nutrition

DrPH.Preventive Care

Master of Business Administration

MBA.Health Care Administration

Master of Public Health

MPH.Biostatistics

MPH.Environmental and Occupational

Health

MPH.Epidemiology

MPH.Global Health

MPH.Health Education

MPH.Health Policy and Leadership

MPH.Lifestyle Medicine

MPH.Nutrition

MPH.Population Medicine

Master of Science

MS.Biostatistics

MS.Nutrition

Post-MPH major added

Post-MPH.Global Health

Post-MPH.Nutrition

Religion

Doctor of Science

DSc.Religion and Health

Master of Arts

MA.Bioethics

MA.Clinical Ministry

MA.Religion and Society

Master of Science in Chaplaincy

MSChap.Chaplaincy

List of Institutional and Program Accreditations

Institutional Accreditations

The institution is accredited by the Adventist Accrediting Association since 1962, with its current term of accreditation extending for a period of 5 years through December 31, 2015.

The institution is also accredited by WSCUC since 1960, with its current term of accreditation extending through 2020.

Programmatic Accreditations

Loma Linda University has 22 different program accreditations: ACPE, ACOTE, APA, ARC-PA, CAA, CAAHEP, CAAHEP-JRCCVT, CADE, CAHIIM, CAPTE, CCNE, CEPH, COA, COAMFTE, CoARC, CODA, CSWE, CTC, JRCERT, LCME, NAACLS, and NCOPE.

Institutional Officers

Chair, Board of Trustees:	Lowell C. Cooper, MDiv, MPH
President:	Richard H. Hart, MD, DrPH
Provost:	Ronald L. Carter, PhD
Chief Financial Officer	Kevin J. Lang, MBA
VP for Advancement:	Rachelle B. Bussell, CFRE
VP for Financial Affairs:	Rodney D. Neal, MBA
VP for Information Systems:	David P. Harris, PhD
VP for E. M. & Student Services:	Rick E. Williams, PhD

The Visit

In preparation for the current visit Loma Linda University prepared a report for the visiting team that outlined their responses to the 2010 recommendations of AAA. In addition, the following documents are a *sample* of what was made available to the visiting team:

- Mission Focused Education/Learning documents
- Educational Effectiveness Documents
- Audited annual financial statements for the last five years
- The current institutional budget
- A year-to-date financial operating statement
- Samples of institutional master plan(s)
- Most recent AAA accreditation reports
- Copies of WASC and other national/regional accreditation/validation materials
- Wholeness CLEAR Presentations and documents
- Vision 2020 documents
- LLUH Spiritual Plan (2016-2020)
- One Loma Linda Materials

During the visit, the team or team members worked in the Evidence Room and met with and visited the following *sample* of individuals and groups:

- Interview with administration: President, Provost
- VP for Financial Affairs
- Library Director
- Interview with the School of Religion Dean and Faculty
- Campus Tour
- Campus Chaplains and LLU Co-curricular Committee
- Public Relations/Enrolment Management
- Educational Effectiveness Committee
- Representatives of the Deans of Schools

This AAA interim/administrative visit report is based on a visit to Loma Linda University which took place December 16-17, 2015. At the time of the next regular visit, the institution will be expected to respond positively to the recommendations contained in this report.

Based on the report of the AAA visit in 2010, the institution was granted an accreditation term of 5 years, until December 31, 2015, under the terms available to institutions accredited under Form B with a possibility of an additional five years to match the term of accreditation awarded by WASC, subject to a successful AAA Administrative review in 2015. Consequently, this interim/administrative review team focused primarily on institutional progress made in fulfilling the 2010 recommendations and met with various administrators, faculty, and support staff. An exit report was provided to the president and provost as well as to Joint Officers and Deans Council of Loma Linda University at 4-5:00 pm on December 17, 2015.

Institutional Response to Recommendations from the Last Regular Visit

The visiting committee reviewed the institutional response to the recommendations made in the 2010 regular visit report and verified these responses during the time of the visit.

It is evident to the visiting committee that substantial progress has been made in addressing recommendations in a number of Criteria. These are noted in the commendations throughout this report. It was also clear that recommendations in certain Criteria were still on-going. The visiting team encourages the University administration to continue the good work begun, and carry the implementation of these recommendations to their fulfillment. The partially implemented 2010 AAA recommendations are part of this report. After careful review, the visiting committee assessed the university's response to certain recommendations and altered some institutionally-designated partially or unfulfilled to fulfilled recommendations.

Table Summarizing the Fulfillment of Prior Recommendations

Criterion	Total Number	Fulfilled	Partially Fulfilled	Unfulfilled
1. Philosophy, Mission, Objectives	0	0	0	0
2. Spiritual Dev., Service, Witnessing	1	1	0	0
3. Governance, Organ., Administration	1	1	0	0
4. Finances, Financial Structure, Industries	3	3	0	0
5. Programs of Study	3	3	0	0
6. Faculty and Staff	2	2	0	0
7. Library and Resource Centers	2	2	0	0
8. Student Services	2	2	0	0
9. Public Relations, External Constituencies	3	1	2	0
Grand Total	17	15	2	0
	100%	88%	12%	0%

****MAJOR COMMENDATIONS**

The Visiting Committee was impressed by four institution-wide endeavors. These initiatives will frame the institution for the foreseeable future.

1. Vision 2020
2. Wholeness Person Care/CLEAR model competency
3. The "One Loma Linda" initiative
4. LLUH Spiritual Plan (2016-2020)

****Major Commendations (see page 11)**

***Partially Fulfilled Recommendations (see page 21)**

The Criteria for Review

Criterion 1: History, Philosophy, Mission and Objectives

Prior recommendations

In the 2010 AAA regular visit, there were no recommendations pertaining to Criterion 1: History, Philosophy, Mission and Objectives.

The Visiting Committee commends:

1. **The board, administration, faculty and staff for the foresight, vision and development of the *Vision 2020* plan designed to transform education and clinical care at Loma Linda University Health (documents, interviews, observation).
2. **The administration and the Center for Spiritual Life and Wholeness for developing and implementing the comprehensive Whole Person Care/CLEAR model which encourages research, writing, practice and public discussion in the area of whole person care and spiritual health (documents, interviews, observation).
3. **The board and administration for developing the “One Loma Linda” initiative which brings all entities under one corporation (documents, interviews, observation).
4. **The board, administration, office of chaplaincy, spiritual leadership committee, and spiritual plan steering committee for developing and planning to implement a comprehensive LLUH Spiritual Plan (2016-2020), which will be at the heart of the overall operation of the institution as it endeavors “To continue the teaching and healing ministry of Jesus Christ” (documents, interviews, observation).
5. The administration, faculty and staff for continuing the university-wide collaborative efforts to identify, promote and support the mission, normative culture and core values of Loma Linda University (Mid-term Report, interviews, observation).
6. The administration, student services and heads of schools and programs for creating, implementing, and enhancing an evaluation system to admit and enroll students who are best matched to the institution’s mission and values (interviews).
7. The administration, faculty and staff for continuing to boldly uphold and promote Adventist beliefs and culture (interviews, observation).

Criterion 2: Spiritual Development, Service and Witnessing

Prior recommendations

In the 2010 AAA regular visit, there was 1 recommendation pertaining to Criterion 2: Spiritual Development, Service and Witnessing. The institution has fully implemented this recommendation.

The Visiting Committee commends:

1. The School of Religion for including in the curriculum or religious experiences at Loma Linda University a witnessing component (observation).

Comment: The School of Religion (SR) has responded to this recommendation by developing five goals for every course, one of which explicitly included a witnessing component. In many and various ways every course should include (1) the use of Scripture, (2) references to the Adventist heritage, (3) the ethical component of religious belief, (4) exploration of the roles of wholeness and witness in professional practice, and (5) encouragement to moral advocacy. So, while there have been SR courses that focus more directly on witnessing, SR is committed to making witnessing an emphasis in every course.

2. The administration for continuing to offer the abundance of opportunities for worship, spiritual growth and spiritual nurture that exist on campus, including the dynamic mid-week chapel sessions implemented in the University Church (interviews).

Criterion 3: Governance, Organization and Administration

Prior recommendations

In the 2010 AAA regular visit, there was 1 recommendation pertaining to Criterion 3: Governance, Organization and Administration. The institution has fully implemented this recommendation.

The Visiting Committee commends:

1. The administration for ensuring appropriate autonomy of the schools and for continuing to further define the role of the Provost as articulated in the 2020 Vision document.

Comment: In the proposed "One Loma Linda" structural redesign, the Provost will be designated as Executive VP for the University, and therefore providing additional responsibility for developing and maintaining the Mission, Vision and Values, and greater clarity of the role and function.

Criterion 4: Finances, Financial Structure, and Industries

Prior recommendations

In the 2010 AAA regular visit, there were 3 recommendations pertaining to Criterion 4: Finances, Financial Structure, and Industries. The institution has fully implemented all 3 recommendations.

Financial Indicators*	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Operating Income					
Instructional Income	117,422	130,696	138,497	143,616	146,177
Residence/Service/Other	166,157	144,092	161,104	160,332	191,365
Total Operating Income	283,579	274,788	299,601	303,948	337,542
Expenses					
Instructional	88,339	88,133	108,943	117,012	124,783
Residence/Service/Other	154,839	173,698	117,722	124,771	164,006
Total Expenses	243,178	261,831	226,665	241,783	288,789
Net Gain/Loss	40,401	12,957	72,936	62,165	48,753
Appropriations					
GC Appropriation	10,217	9,405	9,100	8,000	7,700
[Entity 2]	n/a	n/a	n/a	n/a	n/a
Donations	26,682	14,986	23,729	25,997	58,933
Specials	-	-	-	-	-
Total Subsidies	26,682	14,986	23,729	25,997	58,933
% Subsidies to Total Income	9%	5%	8%	9%	17%
Gain/Loss-Operating	19,437	20,962	38,894	34,238	54,220
Balance Sheet					
Cash	9,241	16,919	9,285	6,073	7,867
Cash: % of Current Assets	7%	11%	5%	3%	6%
Total Accounts Receivable	70,242	71,959	75,918	85,386	81,060
Student Receivables	39,570	39,208	41,267	46,296	47,664
Employee Receivables	2,433	2,908	2,840	2,716	2,494
Total Accounts Payable	28,620	34,595	40,097	48,283	51,128
Fixed Assets (inc. in process)	260,589	254,887	259,841	257,406	297,131

Loma Linda University: 2015 AAA Administrative Review Visit Report

Financial Indicators*	Year 2011	Year 2012	Year 2013	Year 2014	Year 2015
Net Receivables	64,506	64,685	68,299	78,467	74,486
% of AR (Net) to Curr Assets	46%	42%	40%	41%	34%
% of Student Rec to Total Rec	56%	54%	54%	54%	59%
% of Student Rec to Student Income (Tuition + Dorm/Cafe)	34%	30%	30%	32%	33%
Working Capital (%)	172%	171%	180%	171%	208%
Liquidity (%)	70%	76%	76%	67%	71%
Physical Plant and Equipment	260,589	254,887	259,841	257,406	297,131
Student Enrollment	4,325	4,502	4,619	4,631	4,544
Auditors' Opinion	Unqualified	Unqualified	Unmodified	Unmodified	Unmodified

* \$ in thousands

The Visiting Committee commends:

1. The administration for increasing the operating endowment thereby reducing tuition dependency.

Comment: Significant progress was made towards the goal of \$100m for the operating endowment. When Vision 2020 priorities have been accomplished, the institution has committed to restore the unrestricted trust maturities will once again be directed to the operating endowment.

2. The administration for the funding of depreciation.

Comment: The administration is commended for providing capital dollars exceeding the cost of depreciation.

3. The administration for maintaining a low debt to asset ratio.

Comment: Although debt has increased in the past year as a result of new capital projects, the university continues to make regular amortizing principal payments on its debt. The debt burden ratio is also a manageable 4.3% of expenditure base and the returns on invested funds exceed debt service costs.

Criterion 5: Programs of Study

Prior recommendations

In the 2010 AAA regular visit, there were 3 recommendations pertaining to Criterion 5: Programs of Study. The institution has fully implemented all 3 recommendations.

The Visiting Committee commends:

1. The professional schools along with their clinical departments for the effective use of the Learning Assessment Center (LAC), the Medical Simulation Center, the Interprofessional Lab (IPL) as well as the Center for Interprofessional Education, allowing for inter-disciplinary problem-solving and team-building enhancement. This collaboration provides for a more complete understanding and respect for each professions unique roles and competencies. Regular encouragement for reflective practice is deemed an essential expectation of this process.

Comment: This represents an increase from one clinical department to full utilization over the last five years thus fulfilling recommendation 5.1. The expected reflexivity of this collaboration exceeds the original recommendation.

2. The administration for prioritizing institutional research through providing additional staff for the enhancement of data collection and analysis to aid in strategic planning processes, outcomes assessment management along with the utilization of data for effective policy formulation.

Comment: Along with additional personnel, the implementation of technology (e.g. implementation of Excel Power Pivot, the creation of dashboards with SharePoint Excel Services) enables IR staff to achieve the essence of recommendation 5.2 more effectively.

3. The administration for adapting standard quality assurance modalities to the academic setting across the university's eight schools which ensure quality is realized and fostered in all programs.

Comment: Major recommendation 5.3 is accomplished through ensuring the quality initiatives are headed by knowledgeable personnel familiar with quality improvement processes. The quality team defines improvement goals with consultation from stakeholders, identifies measures of success, aids in strategic plan formulation, collects and analyzes data to inform decisions, determines success of changes and utilizes this information to inform the next iteration of the quality assurance cycle.

Criterion 6: Faculty and Staff

Prior recommendations

In the 2010 AAA regular visit, there were 2 recommendations pertaining to Criterion 6: Faculty and Staff. The institution has fulfilled both of these recommendations.

The Visiting Committee commends:

1. The administration for emphasizing the retention of Adventist faculty as evidenced in the last five years where there has been higher rates of retention of Adventist faculty than that of non-Adventist faculty.

Comment: The retention rate of Adventist faculty has met or exceeded that of non-Adventist faculty which fulfills the intent of the first part of Commendation 6.1.

2. The administration for intentionally emphasizing employment of Adventist faculty and administration. This is evidenced in the majority of faculty placements being of the Adventist faith, along with implementation of a pipeline initiative which provides financial support to promising Adventist students.

Comment: It is obvious to the visiting committee that the institution prioritizes the hiring of Adventists but struggles to employ qualified Adventist faculty in certain areas. When hiring non-Adventist faculty and staff, an intentional orientation program to the mission and culture of the institution is evident.

3. The Provost for adopting an enhanced role in encouraging the various schools within the university to ensure each has provided ample opportunity to offer open faculty positions to qualified Adventist candidates.

Comment: Each non-Adventist faculty appointment will be reviewed by the Provost to ensure that efforts were made to hire a qualified Adventist for the position. The Academic Affairs Committee of the Board of Trustees will also review the efforts made in this area as well as the challenges in meeting the desired Adventist faculty numbers.

The Visiting Committee suggests:

1. Recognizing the administrative prerogative of the university, the committee suggests that the Board and administration review the functions of the vacant vice president positions and ensure that these responsibilities are being addressed in a strategic manner that best meets the needs of the university as it continues to accomplish its articulated mission (interview).

Criterion 7: Library and Resource Centers

Prior recommendations

In the 2010 AAA regular visit, there were 2 recommendations pertaining to Criterion 7: Library and Resource Centers. The institution has fully implemented both of these recommendations.

The Visiting Committee commends:

1. The administration for reviewing staffing levels in the library, benchmarked against similar institutions, so as to meet the needs for on-campus and extension programs.

Comment: Library faculty continues to design and implement the health science library for LLUH's future. Student usage of the library is at an all-time high. Recent remodeling of the two floors in the library has drawn student to study individually and in groups. The electronic journal collection is superior and student evaluations of the library are highly positive. As the role of library staff and faculty evolve and the renovation continues floor-by-floor the library administration will continue to study staffing and faculty needs. The university believes the library is currently adequately staffed.

2. The library in general and the liaison with the School of Religion in particular, for continuing to work with the university administration and with other entities on campus in the direction of strengthening the participation and role of the library in future versions of the Spiritual Master Plan.

Comment: The librarians have reviewed and discussed the campus draft Spiritual Master Plan. The liaison librarian works closely with the School of Religion faculty to order books and materials that are needed to support the curriculum. The liaison librarian also works with School of Religion faculty to ensure that the students have instruction in the use of library materials and resources. The library director encourages all staff to attend chapel services. Campus chaplains and other spiritual leaders on campus are invited to speak at the library staff meetings.

Criterion 8: Student Services

Prior recommendations

In the 2010 AAA regular visit, there were 2 recommendations pertaining to Criterion 8: Student Services. The institution has fully implemented both recommendations.

The Visiting Committee commends:

1. The student services department for utilizing, in all schools, the general on-line application process which helps match prospective students to university mission and culture.

Comment: For several years since the AAA 2010 visit all LLU schools utilized the general online application process. The 2014 Climate Survey Results showed that 68.5% of the students agreed that this online application process was hassle-free. The major benefit of the online application system is that each student seeking admissions or a prospective faculty member applies through a microsite called Explore. In order to be able to click the application button, they are guided through essential information about Loma Linda University, its culture, and policies. The Explore site provides important information about LLU and our Mission, Vision and Values and the student who pursues the application process has had the opportunity to be very self-selecting, and the university believes those who are applying fit better on the campus than in past years.

A number of the LLUH Schools are experimenting with a goodness-of-fit approach to admissions. Each student answers a series of questions that deal with their reasons for wanting to attend a faith-based institution and questions about their own spiritual life. On the basis of a student's answers to these questions, the admissions committee derives a goodness-of-fit score and only after the students are ranked on fit does the committee look at grades and entrance scores. This process is being experimented with the intent of university-wide adoption.

2. The University for intentionally developing and promoting university-wide social and outreach activities to enrich the student learning experiences.

Comment: The University provides highly successful intramural and co-educational athletic events. Sunday through Thursday evenings the Drayson Center sports fields are teeming with hundreds of students engaged in recreational team sports. Additionally, students and community utilize the pools, exercise and weight rooms as well as racquet ball, volleyball, tennis courts and tracks.

Some of the signature social activities are the annual fall Welcome Back Bash in which attendance has increased from 2,000 students a few years ago and now exceeds 3,500 students. The annual campus Christmas party brings students, faculty and staff together in a very engaging evening of imported snow, horse drawn carriages, a visit from Santa, great photo opportunities, and plenty of goodies to eat. A recent social activity is worthy of note. It is called the Bucket List Trips for students, especially for international students who wish to travel to the places like Zion National Park and the Grand Canyon.

Criterion 9: Public Relations and External Constituencies

Prior recommendations

In the 2010 AAA regular visit, there were 3 recommendations pertaining to Criterion 9: Public Relations and External Constituencies. The institution has fully implemented 1 of these recommendations and partially implemented 2 of the recommendations.

The Visiting Committee commends:

1. The Vice President for Enrollment Management and Student Services office for working with School specific student recruiters.

Comment: The Vice President for Enrollment Management works with University and School specific student recruiters. The Schools send University representatives go to each Adventist College and University annually. Some schools make multiple trips each year to feeder schools to advise, interview and recruit qualified SDA students. In addition to visiting sister schools, recruiters from LLU visit faith-based schools in Southern California where students are typically highly motivated to attend graduate programs that share their values and provide a Christian learning environment. Unfortunately, a multi-year plan for enrollment has not been developed.

2. The Public Relations Office of Loma Linda University for developing a multi-year public relations plan which includes a description of how branding, publications, advertising, publicity, and community relations foster an understanding of the spiritual values of the institution.

Comment: Life at Loma Linda University Health changed when the institution realized it had to organize an aggressive campaign to raise the necessary funds to build two hospitals that must be in operation by 2020. Thus, all of LLUH's resources for branding, publications, advertising, and community relations have been necessarily centered on the subsequent Vision 2020 campaign. Although LLU has not been able to fulfill this 2010 AAA recommendation in the exact way it was originally intended, the visiting committee believes that the institution has actually exceeded the original intention. The Vision 2020 campaign is sharing Loma Linda University Health's compelling story with a far wider public audience than ever before. This challenging campaign has used all of LLU's philanthropy, marketing, and public relations departments, led by the Senior Vice President for Advancement, to develop the LLUH brand that is based on LLU mission, vision, and values. There are multiple campaign materials including a series of "Vision 2020: The Campaign for a WHOLE Tomorrow" booklets and "The Future of Mission Focused Education/Learning" that support this initiative.

3. The Public Relations (PR) Office of Loma Linda University and the Web Committee for working together in maximizing the online communication in sharing web-based PR materials.

Comment: Loma Linda University Health (LLUH) has been challenged by the diversified web needs of the complex organization. The requirements of the healthcare side of LLUH enterprise are often different from the needs of eight schools on the University campus. The Web Center was recently restructured and is now in the midst of completely redesigning the LLUH websites through a series of releases and is working on the fourth release. Public

Relations has played a major role in guiding the direction of Web Center's work with the schools, departments, and offices through membership on the many web steering and operations committees across the institution. In addition many schools have a social media position that actively manages/leverages media (web, Twitter, Facebook etc.).

The Visiting Committee recommends:

1. *That the Vice President for Enrollment Management and Student Services office develop a dynamic multi-year enrollment/recruiting plan which would support the institutional strategy and mission of the institution and would be updated every year.

Comment: This is a partially fulfilled 2010 recommendation.

2. *That the Public Relations (PR) Office of Loma Linda University and the Web Committee work together in maximizing the online communication in sharing web-based PR materials.

Comment: This is a partially fulfilled 2010 recommendation.

Expression of Appreciation

The Visiting Committee wishes to express sincere thanks to the administration, faculty, staff, and students of Loma Linda University for the excellent hospitality extended during the time of this visit, and for all the efforts made to facilitate the visit and to help the team's work proceed smoothly and efficiently.