



November 17, 2019

Harlan Patterson, MBA, President
Bastyr University
14500 Juanita Drive N.E.
Kenmore, WA 98028-4966

Dear President Patterson,

On behalf of the CNME Board of Directors, I would like to thank you for Bastyr University's hospitality and cooperation during the June 2019 evaluation visit for reaccreditation of the Doctor of Naturopathic Medicine Program and for attendance of program representatives at the Council's reaccreditation hearing.

The CNME Board of Directors held the reaccreditation hearing on October 20, 2019. During the hearing, the Board reviewed the June 2019 CNME Evaluation Team Report, asked Bastyr University representatives questions, and provided an opportunity for the representatives to offer comments. It is my pleasure to confirm in writing that the CNME Board voted to reaffirm accreditation of Bastyr University's ND program. More specifically, the Council voted affirmatively on the following motion:

1. *To adopt the commendations, recommendations and areas of interest set forth in the June 2019 CNME Evaluation Team Report (attached as an addendum to this letter).*
2. *To reaffirm the accreditation of Bastyr University's ND program for a period of five years, effective October 20, 2019, with the next reaccreditation visit to be conducted in spring/summer of 2024, with a reaccreditation hearing to be held in fall of 2024; and*
3. *To require by July 31, 2021, submission of a focused report on the program's progress in addressing the Council's outstanding recommendations, with a follow-up focused visit to both campuses during the fall of 2021.*

Please feel free to contact me if you have any questions regarding the Board's decision or related matters.

As you are aware, accredited ND programs must observe the policies and procedures published in the *CNME Handbook of Accreditation*, including submission of an annual report that provides information on steps taken by the program to remedy outstanding recommendations and address areas of interest. Congratulations on the reaccreditation of Bastyr University's ND program and its many accomplishments.

Sincerely,

Daniel Seitz, JD, EdD
Executive Director

cc: David Rule, PhD, Senior Vice President and Provost (via email)
Arianna Staruch, ND, Dean of the School of Naturopathic Medicine (via email)
Debra Hubers, MA, Chair, Bastyr University Board of Trustees
Washington Student Achievement Council
Northwest Commission on Colleges and Universities

Enclosure

COUNCIL ON NATUROPATHIC MEDICAL EDUCATION

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**CNME DECISION LETTER ADDENDUM
RE BASTYR UNIVERSITY ND PROGRAM REACCREDITATION
OCTOBER 2019**

**LIST OF COMMENDATIONS, RECOMMENDATIONS AND AREAS OF INTEREST
(Adopted by The CNME Board of Directors on October 20, 2019)**

COMMENDATIONS

Commendation: The team commends the program for the thoughtful, inclusive, and iterative process by which the mission and program outcomes were reviewed and revised. The explicit inclusion of cultural competence and humility as a program outcome demonstrates the commitment to caring for the “health and well-being of the community” as articulated in the mission, both within and beyond the Bastyr community.

Commendation: The team commends the board’s willingness to acknowledge to the Bastyr community its role in failing to address issues with the former president in a timely manner, and to take proactive steps to heal the community, including: the creation of an ombudsperson position, the hiring of an Associate Vice President for Diversity, Equity and Inclusion, and the development of a shared governance policy.

Commendation: The team commends the dedicated, able and hardworking staff; they are willing to go the extra mile.

Commendation: The team commends the leadership team for being proactive in developing thoughtful plans to address the institution’s current financial challenges that evidence a responsible use of reserves by targeting reductions in some areas and investments in others.

Commendation: The team commends the overall expertise, passion and dedication of the faculty, and the core faculty’s willingness during a time of limited financial resources to forego a cost of living increase to allow for increases for staff and adjunct faculty.

Commendation: The team commends the institution for creating an innovative student wellness committee to address the needs of students in crisis.

Commendation: The team commends the institution for fostering a wonderful sense of community among the students at both the Kenmore and San Diego campuses, as evidenced in part by the students’ great appreciation for the support they receive from their fellow students.

Commendation: The team commends the implementation of the integrated curriculum, which is widely appreciated by the students and supports student academic success in the program.

Commendation: The team commends the Bastyr University Clinic at BUC, which has impressive hydrotherapy, botanical medicine and nutrition facilities that support the learning of—and underscore the importance of— nature cure modalities.

Commendation: The team commends the Research Institute for its efforts to maintain a high level of research productivity at the University, and for developing a plan to sustain key aspects of the research infrastructure with a substantially reduced budget.

Commendation: The team commends the library staff for being mindful and deliberate about applying budget cuts to library services in order to minimize impact on students.

Commendation: The team commends the institution for being remarkably proactive in addressing environmental concerns—especially at the Kenmore campus—and in pursuing the goal of a green campus with minimal environmental impact.

RECOMMENDATIONS

Recommendation: The team is concerned that there has been an unusually large amount of administrative staff turnover, particularly at the San Diego campus. The program/institution needs to reduce administrative staff turnover to ensure effective operations. (Std. II, Sec. B, Para. 3)

Recommendation: The team is concerned that due to reductions in administrative staff and a decrease in administrative/academic support, the workload increase for the remaining employees is causing burnout and erosion of morale and is impeding staff ability to fully meet job responsibilities. The program must make sure that administrative workloads are reasonable and manageable, and that there is sufficient administrative/academic support. (Std. II, Sec. B, Para. 3)

Recommendation: The San Diego campus formerly had a campus director, a position eliminated due to budget considerations. The provost has stepped in on an interim basis to oversee the San Diego campus and visits the campus every other week, which is a useful stop-gap measure; similarly, the SNM dean regularly visits the campus. The team is concerned that the lack of an onsite campus leader hampers the effective delivery of the program and efficient accomplishment of day-to-day operations, including timely provision of student services and addressing campus needs as they arise. The program needs to ensure that the administrative structure for the San Diego campus allows for more effective operation of the campus. (Std. II, Sec. B, Para. 3)

Recommendation: The team is concerned that during the past three years around 19% of core faculty have resigned, and either have been replaced by adjunct faculty or have not been replaced; this has had an adverse impact on program quality, faculty and student morale, and faculty ability to meet service and research/scholarship expectations. The University needs to effectively address this high level of faculty turnover. (Std. IV, Sec. B, Para. 1 & 2)

Recommendation: The team is concerned that adjunct faculty do not receive regular periodic performance reviews. The program needs to ensure that performance reviews are regularly and consistently performed for all faculty. (Std. IV, Sec. C, Para. 2)

AREAS OF INTEREST

Area of Interest: Due to an overall drop in enrollment, the institution is experiencing financial challenges. While the financial position poses no immediate danger, it needs to be strengthened in a timely manner in order for the institution to be financially stable in the future. (Std. III, Sec. B, Para. 2)

Area of Interest: Faculty members reported widely that the brief onboarding/orientation process was inadequate. There needs to be a more thorough orientation/onboarding process for new faculty. (Std. IV, Sec. C, Para. 1)

Area of interest: Several faculty members are carrying loads above 36 credits without being designated as core faculty; this poses possible legal issues, as well as a fairness issue. (Std. IV, Sec. F, Para. 2)

Area of Interest: Clinical faculty salaries are well below what is generally paid by other accredited ND programs, which may be adversely impacting the programs ability to attract and retain well qualified instructors. (Std. IV, Sec. F, Para. 3)

Area of Interest: Some of the student services offered at the Kenmore campus are not readily available for students at the San Diego campus or are offered at a lesser level, and thus the San Diego students do not always receive support comparable to their Kenmore counterparts. (Std. V, Sec. A, Para. 1)

Area of Interest: There coordination of the program and communication between the San Diego and Kenmore campuses is inconsistent, which impedes consistent delivery of the ND program at both locations. (VI.A.5)

Area of Interest: Formerly, the San Diego clinic was managed by a clinic manager, a position that has been eliminated due to budget constraints. The team is concerned—based upon input from ND faculty and students, as well as direct inspection—that while there are several administrative staff responsible for managing components of the clinic, there is an overall lack of coordination, efficiency and clarity regarding clinic operations due to communication challenges and confusion about job roles and lines of authority; this situation adversely impacts clinic operations. The program needs to consider options for addressing this situation. (Std. VI, Sec. D, Para. 1)

RESIDENCY PROGRAM FINDINGS

Area of Interest: The research/scholarship component of the residency experience is weak and needs to be strengthened. (CNME Residency Handbook, Sections 3.4 and 3.11)