

March 3, 2021

Mr. Andrew Vaughn  
President and CEO  
Alliant International University  
10455 Pomerado Road  
San Diego, CA 92131

Dear President Vaughn:

This letter serves as formal notification and official record of action taken concerning Alliant International University by the WASC Senior College and University Commission (WSCUC) at its meeting February 19, 2021. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to Alliant September 22-25, 2021. The Commission also reviewed the institutional report and exhibits submitted by Alliant prior to the Offsite Review (OSR), the supplemental materials requested by the team after the OSR, and the institution's December 9, 2020 response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Tracy Heller, Provost and Senior Vice President for Academic Affairs, Patty Mullen, Associate Provost, Institutional Research, Jeffrey Keith, Chair of the Board of Trustees, and Christoph Winter, CFO and Senior Vice President. Your comments were very helpful in informing the Commission's deliberations. The date of this action constitutes the effective date of the institution's new status with WSCUC.

### **Actions**

1. Receive the Accreditation Visit team report
2. Reaffirm accreditation for a period of eight years
3. Schedule the next reaffirmation review with the Offsite Review in spring 2028 and the Accreditation Visit in fall 2028
4. Schedule Progress Reports on California Bar Exam passage rates to be submitted by December 31, 2021 and May 31, 2022.
5. Schedule an Interim Report to be submitted by November 1, 2023 to address:
  - a. faculty development opportunities for core and adjunct faculty
  - b. data collection, aggregation and distribution systems by providing examples of ways data have been used for decision-making at the institutional level
  - c. strategic analysis of data by providing examples of ways data have been used to allocate resources for student success and student success has been bolstered by the analysis of data
  - d. financial sustainability by providing
    - i. enrollment data disaggregated by campus and program 2020 to 2023 (fall census)
    - ii. projected enrollment forecasts for 2024 and 2025
    - iii. audited consolidated financial statements for Arist and Alliant for fiscal years ending 2020, 2021, 2022, and 2023
    - iv. Alliant's P&Ls and cash flow for year-end CY2020, CY2021, CY2022 and year to date and forecasted CY2023
    - v. projected financial forecasts for 2024 and 2025

- e. continued efforts in inclusive excellence by providing updates since 2020 on changes in faculty demographics, retention rates of underrepresented faculty, and retention and graduation rates of students by race and ethnicity
- f. student success in the San Francisco Law School by providing bar passage rates, including trends, and annual student achievement reports since 2020

The Commission commends Alliant in particular for the following:

1. Implementing an 18-month turnaround plan and a strategic plan that addressed substantial operating deficits in 2020 and set the institution on a trajectory toward financial sustainability.
2. Committing to inclusive excellence by increasing focus and resources.
3. Articulating a strong emphasis on professional practice, values and making a positive contribution to the community.
4. Improving morale through increased transparency, communication structures, accessible leadership, stronger financials, and commitment to employee well-being.
5. Strengthening and systematizing assessment support and practices by establishing a University Assessment Committee, creating standardized assessment templates and practices, and developing a comprehensive assessment website as a centralized resource.
6. Adopting new technology to strengthen the infrastructure that will increase operational effectiveness and improve the student experience.

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

1. Expand faculty development opportunities that include adjunct faculty, with particular emphasis on inclusive pedagogy and best teaching practices in all modalities. (CFR 3.3)
2. Create proactive, efficient data collection, aggregation, and distribution systems in order to use institutional research and assessment data more effectively. (CFR 4.2)
3. Strengthen and expand the strategic analysis of data to inform decisions about practices, policies, and the allocation of resources to bolster academic quality and student success. (CFRs 1.2, 2.1, 4.3, and 4.7)
4. Ensure financial sustainability by continuing to: (CFRs 3.4 and 3.5)
  - a. pursue opportunities articulated in the 2022 strategic plan to grow new enrollments and revenue streams;
  - b. manage expenses to align with anticipated revenues to generate dependable, positive operating cash flow; and
  - c. actively manage the virtual learning student experience during the pandemic to minimize the impact on new and continuing enrollments and develop a strong ongoing operating model.
5. Consistent with Alliant's stated mission and values, continue the efforts to infuse inclusive excellence throughout the institution by hiring and retaining a diverse faculty and staff and addressing retention and graduation equity gaps. (CFR 1.4)
6. Improve student success outcomes, including bar passage rates, in the San Francisco Law School. (CFR 2.10)

The Commission appreciated learning about Alliant's progress in each of these areas since the Accreditation Visit in the fall.

In taking this action to reaffirm accreditation, the Commission confirmed that Alliant addressed the three Core Commitments and successfully completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values, Alliant should strive for ongoing improvement with adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

In accordance with Commission policy, a copy of this letter is being sent to the chair of Alliant's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the Alliant 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 Alliant International University 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,



Jamiene S. Studley  
President

JSS/bgd

Cc: Phillip Doolittle, Commission Chair  
Patty Mullen, ALO  
Jeffery Keith, Board Chair  
Members of the Accreditation Visit team  
Barbara Gross Davis, Vice President