

March 8, 2022

Mr. Paul Pastorek
President
The University of Arizona Global Campus
180 South Arizona Avenue, Suite #301
Chandler, AZ 85225

Dear President Pastorek:

This letter serves as formal notification and official record of action taken concerning The University of Arizona Global Campus (UAGC) by the WASC Senior College and University Commission (WSCUC) at its meeting February 23-25, 2022. This action was taken after consideration of the report of the review team that conducted the Special Visit to The University of Arizona Global Campus December 16-17, 2021. The Commission also reviewed the institutional report and exhibits submitted by The University of Arizona Global Campus prior to the Special Visit. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Dr. Sarah Steinberg, Provost and Senior Vice President, and Dr. Iris Lafferty, Senior Vice Provost 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) implementation of an independent monitoring and marketing audit plan; (2) provision of monthly reports to WSCUC; (3) the UAGC peer group for retention and completion benchmarking; (4) student success initiatives to improve retention and completion; (5) UAGC's most recent retention and completion rates compared with designated peer groups; (6) current financial state; and (7) current structure and activity of UAGC's Board of Directors
2. Continue a Formal Notice of Concern
3. Continue with the previously scheduled reaffirmation review with the Offsite Review in fall 2024 and the Accreditation Visit in spring 2025
4. Schedule a Special Visit in spring 2023 to address: (1) progress on improving retention and graduation rates, referencing and building on items 3, 4, and 5 from the current Special Visit report, and (2) the four issues to which the institution is required to respond, noted later in this letter
5. Schedule a Progress Report to be submitted by September 30, 2022.

The Commission commends The University of Arizona Global Campus in particular for the following:

1. A leadership team and Board of Directors committed to student success and making changes that improve retention and completion rates at UAGC, as evidenced by increases in cohort retention rates.
2. The high caliber and engaged Board of Trustees with extensive experience in higher education that sets priorities for UAGC and holds parties accountable for their attainment.
3. A cohesive president's cabinet that owns the identity of UAGC and collaborates effectively across the organization.
4. Investment in building a strong operational infrastructure, including the expansion of the Office of Institutional Effectiveness and designating a new Head of Performance Management, to further increase effectiveness.
5. Learning and sharing best practices with other universities and higher education experts.
6. Reforms to the student onboarding process to ensure greater student understanding related to financial aid and cost of education prior to enrollment.
7. Investment in faculty ownership of the student success agenda.

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

1. Launch the website that differentiates University of Arizona Online, University of Arizona, and UAGC as swiftly as possible; in advance of its launch, advise the Commission within one week of receipt of this letter of the anticipated time for that launch. Provide an analysis of its impact in both the Progress Report and Special Visit. (CFR 1.6)
2. Continue to revise and improve marketing, application, and enrollment processes that contribute to student understanding of their obligations prior to enrollment (e.g., financial aid, transfer credits, and length/cost of program). Provide an analysis of the effect of revising these processes in both the Progress Report and Special Visit. (CFR 2.12)
3. Continue to leverage data analytics to improve insights into the student experience and inform initiatives that address shortfalls in retention and graduation rates in relation to peer benchmarks. Provide an analysis of the impact of those initiatives in both the Progress Report and Special Visit (CFR 2.10)
4. Continue to assess and continuously revise the plan to mitigate risks associated with the contracted relationship with Zovio. On a periodic basis, but not less than semi-annually, inform the Commission of developments in the relationship with Zovio. Provide the plan and its updates in the Progress Report and Special Visit, respectively. (CFR 1.5)
5. In the Progress Report, respond to the multiple suggestions made by the team in the narrative section of its report.

A Formal Notice of Concern provides notice to the institution that, while it currently meets WSCUC Standards, it is in danger of being found in noncompliance with one or more Standards if current trends or findings continue. In the case of UAGC, Standard 2 is in danger of being found out of compliance, in particular CFR 2.10 related to retention and completion. Institutions issued a Formal Notice of Concern are scheduled for a Special Visit within four years. If the issues are not addressed within four years, a

sanction could be imposed as described in the 2013 Handbook of Accreditation. A Formal Notice of Concern is public information and will be posted on the WSCUC website.

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



Jamienne S. Studley
President

JSS/cno

Cc: Phillip Doolittle, Commission Chair
Iris Lafferty, ALO
Nivine Megahed, Board Chair
Members of the Special Visit team
Christopher N. Oberg, Executive Vice President