

July 11, 2022

Dr. Gisela Loehlein
President
NewSchool of Architecture and Design
1249 F Street
San Diego, CA 92101

Dear President Loehlein:

This letter serves as formal notification and official record of action taken concerning the NewSchool of Architecture and Design (NewSchool) by the WASC Senior College and University Commission (WSCUC) at its meeting June 24, 2022. This action was taken after consideration of the report of the review team that conducted the Special Visit to NewSchool May 2- 5, 2022. The Commission also reviewed the institutional report and exhibits submitted by NewSchool prior to the Special Visit and the institution's June 9, 2022, response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Kristi McCaskill, Director of Assessment and Accreditation and ALO, Kevin Derrivan, Ambow Regional CFO and head of Ambow Education Shared Services, and Board Members Bonnie Copeland, Norm Bloomberg, and Chiao Ling Hsu. 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) enrollments; (2) finances; (3) shared services through Ambow Education Inc; (4) assessment and program review; and (5) governance and leadership
2. Continue with the previously scheduled reaffirmation review with the Offsite Review in spring 2024 and the Accreditation Visit in fall 2024
3. Schedule a Progress Report to be submitted by September 1, 2023, to address:
 - a. Enrollments for fall 2022, spring 2023, and fall 2023
 - b. Audited financial statements for FY21 and FY22

The Commission commends NewSchool in particular for the following:

1. Demonstration of resilience in the face of a number of challenges -- the COVID-19 pandemic, the change of ownership, internal leadership changes, enrollment management issues -- and its optimism for the future.
2. Successful completion of a presidential search despite the long process and unexpected setbacks with the appointment of an experienced and entrepreneurial leader.

3. Campus-wide readiness and enthusiasm to embrace the new leadership and to adopt a fresh global perspective for outreach, networking, and growth.
4. Faculty commitment to student success and to quality assurance processes (assessment and program review).
5. Focused efforts to support educational currency and institutional operations with robust technological platforms and digital infrastructure.
6. Creation and implementation of a comprehensive faculty rank and advancement protocol.

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

1. Develop a comprehensive resource and budgeting model that integrates with the strategic plan, focuses on long-term financial viability and robust student services, ensures expenditure reductions are appropriate and sustainable, and emphasizes traditional and alternative revenue generation. (CFR 3.4)
2. Accelerate the development of a strategic marketing, enrollment, and retention plan with adequate resources, clear measurable targets, and metrics to monitor success. (CFRs 3.4, 4.6)
3. Create a growth plan for the institution addressing each of its degree programs to achieve budget efficiency and quality student educational experiences. (CFRs 3.4, 2.10, 2.11, 2.13)
4. Monitor and optimize the implementation of the Service Level Agreement with Ambow Education Inc (shared service provider) by setting performance metrics and regularly assessing the efficacy and quality of the services provided. (CFRs 2.13, 3.5)
5. Define specific roles and responsibilities of staff and administration with a clear and transparent organizational and reporting structure and clarify the relationship between the institution and its shared services provider, Ambow Education Inc., with respect to administrative and academic functions. (CFR 3.7, Agreements with Unaccredited Entities Policy, Agreements with Unaccredited Entities Guide)
6. Prioritize the plans for future board expansion to ensure independence, competence, and appropriate membership composition to fulfill its responsibilities to the institution. (CFR 3.9, Governing Board Policy, Governing Board Policy Implementation Guide)
7. Continue to strengthen institution-wide, systematic assessment and program review processes to ensure the quality of curricular and co-curricular offerings across all programs and departments. (CFRs 2.3, 2.4, 2.7)
8. Ensure appropriate professional development opportunities for staff. (CFR 3.3)

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

Cc: Phillip Doolittle, Commission Chair
Kristi McCaskill, ALO
Thomas Clawson, Board Chair
Members of the Special Visit team
Barbara Gross Davis, Vice President