



March 2019

Claremont Lincoln University
250 West First Street, Suite 330
Claremont, CA 91711

Dear Members of the WSCUC Commission,

The entire WSCUC accreditation process has helped CLU to move forward as an established institution—beyond our initial work to define our mission, our early years building and refining our programs and infrastructure, and into maturity as a graduate school committed to our students and the many ways they engage in positive social change.

We agree with the Commission that long term financial sustainability is essential for any university. While we are relatively young, having received initial accreditation in 2016, we have exhibited maturity and success in several key areas: a growing and committed Board, growing enrollment, students who graduate with inspiring Capstone Action Projects that foster positive social change in their communities, and a core team of staff and faculty who have been with the university for years and remain committed to its success.

Financial sustainability at Claremont Lincoln University, while maintaining academic quality and integrity, is the top priority at the institution (CFR 3.4). As we move closer to sustainability, the administrative staff at CLU has set ambitious goals for enrollment and fundraising while exercising financial responsibility regarding expenses. CLU began 2018 with 40 students enrolled in three degree programs and completed 2018 with 146 students, an increase of 265% to the overall population. The increase in overall student population was primarily due to the CLU brand and value proposition being broadcast to a wider audience. Since the October 2018 visit, we have had two additional term starts; this includes the December/January start and the March/April start (we are in the midst of the latter at the time of this letter). These term starts also exhibit the enrollment growth predicted in our financial modeling and strategic plan. The positive momentum continues into 2019 and the data demonstrates that the ambitious university goals are being achieved: enrollment in degree programs continues to grow, the number of start dates in 2019 will be increased to eight, new concentrations will be added to the MA in Organizational Leadership program, and staff additions will be made to financial aid, student services, and enrollment management to ensure that growth, retention, and compliance requirements are met while maintaining our high-touch level of support for students.

Multi-year financial projections have been developed that address both conservative and target financial goals. As we shared with the Visit Team, our enrollment team meets throughout the week and our Cabinet meets weekly. All financial projections are updated, and we revisit modeling and planning based on changes in data. These financial projections are sensitized for enrollment fluctuations, new academic programs, start date frequency, cash needs, and balance revenue and expenses at different points depending on the ability of the administration to achieve the enrollment and fundraising goals. Variables including a changing FTE student base, potential tuition increases, annual budget increases, and new building expenses are built

into the model to ensure multiple financial scenarios are projected and discussed. In addition, as of March 2019, we have reached 26% of our philanthropy goals for the year and Board participation in philanthropy is on track to reach 100% participation by the end of March 2019.

Academic quality and integrity remain integral to our mission and operations. Our three Master's programs continue to attract students who are working professionals eager to earn a graduate degree while fostering positive social change. We have four full time faculty members who oversee our degree programs and the Claremont Core, six faculty chairs who lead the concentrations and teach regularly, and a pool of teaching (adjunct) faculty who remain engaged and inspired by the CLU mission and vision (CFRs 3.1, 3.2, and 3.3). Based on market research, benchmarking, and recommendations by the Fall 2018 Visit Team, we updated our part-time faculty pay structure. Faculty and academic leadership were involved in the research, evaluation, and determination of the cost of instruction model. A committee comprised of academic leaders and stakeholders has been established to evaluate faculty pay on a bi-annual basis to ensure quality of instruction, equity, and instructor commitment remains high. Our class sizes remain low to ensure our high-touch model continues, from the first time a prospective student reaches out with an inquiry through their Capstone work and Commencement. We are carefully attending to all metrics for student success and satisfaction, and faculty engagement and satisfaction, to help us hone our cost-of-instruction models to be both financially sustainable and the cornerstone for successful student engagement (CFRs 4.1 and 4.4).

As we shared in our response to the Special Visit Team, we have added an Institutional Researcher to our staff (CFR 4.2). She is helping us construct more advanced program quality metrics that better suit a growing, data-driven institution. These metrics, and our assessment practices, allow us to continue to reflect on evidence even as we grow.

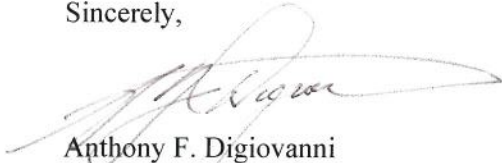
The strategic plan we shared in fall 2018 projected expenses for three years, in line with the "runway" provided by the gift from our primary donor. Since then, we have updated models based on growth in enrollment, board commitments, and philanthropy. We carefully examine population growth and document any changes in a quarterly evaluation. Our Cabinet meets weekly and reviews the growth of student population; this information allows us to determine how to best deploy resources. We believe we have an appropriate infrastructure in place to significantly scale student population with nominal additional resources in the next two years.

We can also offer the following update on our presidential search: The Board of Directors has engaged Heidrick & Struggles to conduct the executive search for CLU's next president. The search was launched at the end of January 2019 and the Board and senior leadership have spent the last two months working with Heidrick & Struggles to refine the presidential position specifications based on CLU's strategic direction and what we require from the right candidate. While we believe that the search will only take six to nine months, the search will continue until the ideal candidate is secured given the unique set of skills, experience, and character being sought. Until then, we remain under the experienced leadership of a Board that now includes members with extensive experience in higher education, a board chairperson who knows our institution intimately and remains committed to our success, and an interim CEO, both experienced in higher education and with the needs and history of CLU (CFR 3.8).

We experienced this past visit as collaborative, beneficial, and we appreciated the opportunity to reflect upon the university and programs we have built and maintained over the last ten

years. We look forward to the opportunity to report on our progress later this year and appreciate the Commission's commitment to integrity, innovation, and student success.

Sincerely,

A handwritten signature in black ink, appearing to read 'Anthony F. Digiovanni', with a large, sweeping flourish extending to the right.

Anthony F. Digiovanni
Interim CEO
Claremont Lincoln University