

July 11, 2025

Dr. Scott Burrus
President
United States University
859 Mt. Vernon Hwy NE, Suite 200
Sandy Springs, GA 30328

Dear President Burrus:

This letter serves as formal notification and official record of action taken concerning United States University (USU) by the WASC Senior College and University Commission (WSCUC) at its meeting June 27, 2025. This action was taken after consideration of the report of the review team that conducted the remote Special Visit to USU February 19-21, 2025, using the 2023 Standards of Accreditation. The Commission also reviewed the institutional report and exhibits submitted by USU prior to the Special Visit and the institution's March 31, 2025, response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Jennifer Billingsley, Provost and Chief Academic Officer; and Michael LaMontagne, Vice President of Finance. 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 USU 1) developing a mission-driven strategic plan; (2) supporting planning with disaggregated financial analyses; (3) ensuring financial aid compliance with Title IV requirements; (4) enhancing online co-curricular services and support models; (5) strengthening assessment processes for program decisions; and (6) developing infrastructure for doctoral program success.
2. Continue with the previously scheduled reaffirmation review with the Offsite Review in fall 2029 and the Accreditation Visit in spring 2030
3. Schedule an Interim Report to be submitted by March 1, 2027, to address:
 - a. Progress in developing a multi-year growth strategy (CFRs 3.4, 3.6, 3.7).
Provide:
 - i. Documentation detailing how marketing challenges have been addressed and how the strategic direction has been communicated to the USU community.
 - ii. A multi-year model that includes projections for lead generation, enrollment, and financial outcomes.

- iii. Minutes from Board and Finance Committee meetings that reflect discussion of the multi-year model and related investment decisions.
 - iv. Annual budget documents linking investments from the multi-year model to specific resource allocations.
 - b. Key Performance Indicators (KPIs) aligned with USU's strategic goals (CFR 4.8). Provide:
 - i. List of KPIs with rationale for each and specific target achievement dates.
 - ii. Documentation showing progress toward each KPI, including analysis of observations, implementation challenges, and subsequent adjustments to improve outcomes.

Commendations

The Commission commends the institution for:

1. Creating a mission-focused culture that is enthusiastically embraced across all constituencies, from students and faculty to staff and administrators.
2. Fostering a highly collaborative environment that actively advances the university's mission.
3. Developing a culture and foundational infrastructure that supports student and faculty success at the doctoral degree level, which is an area of strategic growth.
4. Implementing financial aid reforms that ensure compliance and enhance student service delivery.
5. Maintaining an experienced and engaged Board of Trustees that demonstrates a clear dedication to the university's mission while realizing its fiduciary responsibilities.

Areas for Development

The Commission requires the institution to respond to the following areas for development:

1. Develop and implement a multi-year growth strategy with the USU Board and AGI, leveraging data analytics to forecast enrollment, model financial scenarios, and identify strategic investments for sustainable expansion. (CFRs 3.4, 3.6, 4.8)
2. Establish and analyze multi-year Key Performance Indicators aligned with USU's strategic goals, documenting outcomes, challenges, and necessary adjustments. (CFR 4.8)
3. Evaluate program and initiative effectiveness using internal and external data to advance strategic goals and improve student success. (CFRs 4.1, 4.2, 4.8)
4. Enhance direct assessment methods for Program Learning Outcomes to improve program review, teaching, and learning through actionable, data-driven insights. (CFRs 2.7, 2.9, 4.6)

5. Refine profitability analyses by incorporating program-specific cost drivers and disaggregated student data to optimize resource allocation and measure program profitability. (CFR 3.4)

In accordance with Commission policy, a copy of this letter is being sent to the chair of USU's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the USU 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 United States University undertook in preparing for and supporting this Special Visit 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,



A. Maria Toyoda
President

AMT/bgd

Cc: Tracy Poon Tambascia, Commission Chair
Jennifer Billingsley, ALO
Eileen Heveron, Board Chair
Members of the Special Visit Team
Barbara Gross Davis Vice President