February 27, 2019

The following information is provided from the Baccalaureate/Graduate Degree Board of Commissioners accreditation decisions from the November 18-19, 2020 virtual meeting.

Business programs identify opportunities for improvement, along with ACBSP, to help them plan to move to higher levels of academic excellence. ACBSP's Core Value of Continuous Improvement and Organizational Learning, that "Business schools and programs should pursue regular cycles of planning, execution and evaluation of every process and system. Ongoing improvement of these processes and systems leads to ever higher quality and student/stakeholder satisfaction." The institution and ACBSP identified these standards as having some opportunities for improvement.

**Decisions regarding initial accreditation:**

**CASS European Institute of Management Studies (Paris, France)**

Conditional Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 3.3, 3.4, 3.7, 4.3, 6.2.1 & 6.2.2; Conditions on Standard 3 and Criterion 5.3.

**Basis for final decision:** The business programs meet the overall requirements of the six ACBSP standards.

**Condition on Standard 3:** Business programs must have a systematic procedure to determine the requirements and expectations of their stakeholders, including how they enhance the relationship between them. While CASS Europe demonstrates approaches to student and stakeholder focus, there is minimal and inconsistent evidence associated with the acquisition and analysis of data and the application of data/results to enhance this relationship. **Condition on Criterion 5.3:** The composition of faculty must include sufficient academic credentials. The purpose of reviewing transcripts is to assure the faculty member has the required amount of credit hours in their education to teach the topics they are assigned, as per ACBSP standards. CASS Europe has provided some transcripts, however the institution needs to ensure they have all transcripts for all their faculty members.

**Note on Criterion 4.3:** Assessment plans must yield comparative information and data both over time and with respect to benchmarks and intended outcomes. CASS Europe has an opportunity to benchmark learning outcomes assessment measurements and indicators with international accredited business schools and universities. **Note on Criterion 3.3:** CASS Europe indicates philosophic and theoretical orientation to periodically reviewing listening and learning methods. While the CASS’s Continuous Improvement Philosophy - December 2018 states "Our embedded organizational learning activities make it easier to solve problems at their source and are focused on building and sharing knowledge throughout the organization," there is minimal evidence of a systematic, actionable, and evidence-based approach of the periodic review of listening and learning methods enterprise-wide. **Note on Criterion 3.4:** CASS Europe evidences minimal processes associated with using information obtained from students and stakeholders to improve organizational processes and planning procedures. While data collection approaches are presented, the CASS Stakeholder Analysis - Figure 3.1 matrix does not demonstrate applications of
findings/learnings. **Note on Criterion 3.7**: CASS Europe identifies initial approaches and deployment of assessments focused on assessing student and stakeholder satisfaction or dissatisfaction. However, a description of a systematic approach for engaging populations is not provided. **Note on Criterion 6.2.1**: Business programs should describe and explain its use of educational support services along with an explanation on how they are managed and improved. While CASS Europe evidences a short description of those, neither tables nor graphs are presented addressing key educational services including, but not limited to counselling, career support, advising, adult focus, and library systems neither in the report nor during the virtual visit. **Note on Criterion 6.2.2**: CASS Europe evidences an initial attempt to address foundational elements of business operation processes. However, the evidence provided is thematically and operationally unaligned resulting in an unsystematic approach and deployment of key operational processes including, but not limited to stakeholder requirements, performance goals, and measured results.

The following business programs at CASS European Institute of Management Studies are accredited by the Accreditation Council for Business Schools and Programs:

- Doctor of Business Administration (DBA)
- Doctor of Philosophy (PhD) in Management with three (3) concentration areas

**California Lutheran University (Thousand Oaks, CA, USA)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 5.3 and 6.1.3.

**Basis for final decision**: The business programs meet the overall requirements of the six ACBSP standards. **Note on Criterion 5.3** - The School of Management should continue to work to bring its graduate programs within the Academically Qualified faculty ratios according to the ACSBP Standard. **Note on Criterion 6.1.3** - The School of Management will need to bring the Common Professional Component (CPC) up to meet coverage for all categories for both the accounting and economics degree programs or determine if they meet business related criterion.

The following business programs at California Lutheran University are accredited by the Accreditation Council for Business Schools and Programs:

- B.S. in Accounting
- B.A. in Economics
- MBA, Master of Business Administration, General or with emphasis in Enterprise Innovation and Entrepreneurship, Finance, Human Capital Management, International Business, IT Management, Marketing
- MBA, Executive Master of Business Administration (EMBA)
- MBA, Master of Business Administration with emphasis in Financial Planning (MBA-FP)
- M.S. in Quantitative Economics (MS-QE)
- M.S. in Information Technology (MS-IT)

**Milligan University (Milligan College, TN, USA)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 3.4, 5.5 and 6.2.2a.
Basis for final decision: The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 3.4 – While the College of Business has established an approach of gathering data from external stakeholders, there is no evidence of how feedback is processed and changes are made for improvement. The Board of Commissioners looks forward to your response on deployment, results, and improvements. Note on Criterion 5.5 – During the self-study five of the eight full-time faculty members were cited as being in overload status. The College of Business has an opportunity to improve its approach to faculty deployment by balancing these loads to ensure time for faculty development, research, and quality course preparations. Note on Criterion 6.2.2a - The business unit shares a single administrative assistant with another area, leaving a heavy administrative load on the faculty. An opportunity for improvement exists in a larger investment in administrative support within the business unit.

The following business programs at Milligan University are accredited by the Accreditation Council for Business Schools and Programs:

B.S. in Accounting
B.A. in Accounting
B.S. in Business Administration with concentrations in Accounting, Economics, Finance, General, Health Sector Management, International Business, Legal Studies, Management, Marketing, Secondary Education Licensure and Sports Management
B.S. in Economics
B.A. in Economics
Master of Business Administration with concentrations in Health Sector Management, Leadership and Operations Management

Pacific University (Forest Grove, OR, USA)

Conditional Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 3.3 and 5.1; Conditions on Standards 2 and 4.

Basis for final decision: The business programs meet the overall requirements of the six ACBSP standards. Condition on Standard 2: An opportunity for improvement exists to document a systematic, repeatable process for strategic planning that aligns with past performance, stakeholders' needs, and future capacity resulting in strategic objectives, action plans, current timetables and measurements. The business unit should communicate these to all faculty, staff, and stakeholders, as appropriate. Greater inclusion of stakeholders' voices into the strategic planning process may help bolster ownership of action plans, urgency of accomplishing each strategic objective and support the university’s Vision 2030 strategic plan. Condition on Standard 4: College of Business must have an outcomes assessment program with documentation of the results and evidence that the results are being used for the development and improvement of the institution’s academic programs. For the college, student learning outcomes are measured at the university level, but measures of outcomes at the program level (i.e., BA in Business Administration) or the major level (e.g., Accounting, Marketing) are not evaluated in a way that produces actionable steps for future improvements of courses and programs. To make use of learning outcomes assessment results to improve its educational processes the college must develop additional measures for the program and concentration learning outcomes other than student satisfaction surveys. In addition, multiple changes to data collection has led to difficulties relating to mapping year-over-year changes. The college could benefit from moving to a consistent set of data collection from stakeholders other than students.

Note on Criterion 3.3: The COB may benefit from comprehensive data collection from stakeholders other than students.
and alumni, developing tools to use with employers, internship clients, and other partners such as community, high schools, partner schools, etc. This process could include a formal communication plan, documentation of information, along with action plans, results, and evidence of improvement. **Note on Criterion 5.1**: The college had no Human Resource plan for the 2020 or 2030 strategic plans. Inclusion of detailed HR plan in the 2030 plan may significantly enhance the effectiveness and efficiency of utilization of business school resources.

The following business program at Pacific University is accredited by the Accreditation Council for Business Schools and Programs:

**Business Administration, Bachelor of Arts (B.A.)**
**Master of Business Administration (M.B.A.)**

**St. Catherine University (St. Paul, MN, USA)**

Full Accreditation granted.

**Basis for final decision**: The business programs meet the overall requirements of the six ACBSP standards. A best in class was noted in Standard 4.

The following business programs at St. Catherine University are accredited by the Accreditation Council for Business Schools and Programs:

**Master of Business Administration –Management Concentration**
**Master of Business Administration –Integrated Marketing Communications Concentration**
**Master of Business Administration –Healthcare Management Concentration**
**B.S./B.A. -Accounting –CFW, CFA**
**B.S./B.A. -Business Administration –CFW**
**B.S./B.A. -Business Management –CFA**
**B.S./B.A. -Business to Business Sales–CFW**
**B.S./B.A. -Healthcare Management–CFA**
**B.S./B.A. -Healthcare Sales, CFW**
**B.S./B.A. -Marketing –CFW, CFA**

**University of the Incarnate Word – Extended Academic Programs**

Full Accreditation granted for the MBA and DBA programs.

**Basis for final decision**: The business programs meet the overall requirements of the six ACBSP standards.

The following business program at University of the Incarnate Word – Extended Academic Programs is accredited by the Accreditation Council for Business Schools and Programs:

**MBA**
**DBA**
Decisions regarding reaffirmation of accreditation:

Capital University (Columbus, OH, USA)

Conditional Reaffirmation of Accreditation granted to the business programs with improvement opportunities in the following standards and criteria: Notes on Overview Item O9 and Criteria 3.3, 3.4, 3.8, 4.2, 6.1.1, 6.2.2 and 6.3.6; Conditions on Standards 2 and 5.

Basis for final decision: The business programs meet the overall requirements of the six ACBSP standards. Condition on Standard 2: Strategic Planning: A formal strategic plan with measurable goals should be evident and in alignment with the university. Capital has had a high turnover in administrative positions and at the time of the self-study had several vacancies. Upon the filling of these vacancies, Capital University should deploy a formal strategic plan that is in alignment with the overall institution. Condition on Standard 5: Faculty & Staff Focus: Criteria 5.1, 5.3, 5.5, and 5.7 are of particular concern. There is not a formalized human resource plan for the business unit. Addressing needs in an ad hoc manner does not allow for proper planning and the securing of resources for the business unit. Further, the limits for academically qualified faculty in a graduate program should be at the 70% limit. The institution did not provide evidence to substantiate a deviation from this criterion. In addition, the business unit's faculty needs should be specifically allocated. Note on Overview Item O9 - Assessment results should appear on the business unit's website. Currently, only one metric is being posted. This should include at least two student achievement results. Note on Criterion 3.3 - While there are attempts at listening to student stakeholders, there is not a documented formal systematic approach to listening and learning from student stakeholders. Note on Criterion 3.4 - The processes for obtaining the results of stakeholder suggestions for improvements is not clearly defined and documented. Changes to curriculum do not appear to be from a systematic process of an exchange of ideas, but rather are based on anecdotal and informal discussions. Note on Criterion 3.8 - The use of Figure 3.3 (using the ACBSP template) to provide documentation that described key elements like performance goals, analysis of goals, and actions taken/improvements made could aid in the identification and implementation of actual improvements. Improvements should be clearly defined and documented to show continuous improvement. Note on Criterion 4.2 - Trend analysis is a requirement, as this allows for continuous improvements. Documentation for how the changes to the learning outcomes could have provided additional information as to successes and failures and would also provide the institution with valuable information for improvement. Note on Criterion 6.1.1 - The connection of direct assessment results to how programs and offerings are improved should be conducted. This was also evident in criterion 4.2. Further, articulation in how feedback from stakeholders (e.g. students) is used in the development of new programs should be conducted. Note on Criterion 6.2.2 - It appears that the business unit may not have an adequate stake in business operation processes. An opportunity exists to measure and evaluate these operations in context with the business unit's students to determine specific areas of improvement to meet student needs. Note on Criterion 6.3.6 - The business unit should implement processes for more formal evaluation of enrollment data and tie that data to student success/outcomes and continuous improvements.

The following business programs at Capital University are accredited by the Accreditation Council for Business Schools and Programs:

Bachelor of Arts (offered through SOML)  
Accounting  
Business Management  
Financial Economics  
Marketing  
Master of Business Administration
The following programs are not housed in the SOML or are accredited by another professional accrediting body and have been excluded from ACBSP accreditation:

Bachelor of Arts in Economics  
Bachelor of Arts in Public Administration  
Bachelor of Arts in Organization Communication  
Bachelor of Arts in Public Relations  
Juris Doctorate/MBA  
Master of Science Nursing  
Master of Taxation

**Elizabethtown College** (Elizabethtown, PA, USA)

Full Reaffirmation of Accreditation granted.

**Basis for final decision:** The business programs meet the overall requirements of the six ACBSP standards.

The following business programs at Elizabethtown College are accredited by the Accreditation Council for Business Schools and Programs:

B.S. in Accounting  
B.S. in Business Administration with concentrations in Accounting, Family Business and Entrepreneurship, Finance, Economics, Management, Marketing)  
B.S. in International Business with concentrations in Accounting, Family Business and Entrepreneurship, Finance, Economics, Management, Marketing, and self-designed)  
B.S. in Business Analytics

**EU Business School** (Barcelona, Spain)

Conditional Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 3.2, 3.4, 5.1 and 5.2; Condition on Standard 4.

**Basis for final decision:** The business programs meet the overall requirements for the six ACBSP standards. **Note on Criterion 3.2:** The business unit has identified its major stakeholders but needs to formalize methods to listen and to learn from its stakeholders in order to determine both student and stakeholder requirements and expectations. The informal nature of the feedback gathered at this time may not be sustainable and lead to continuous improvement. **Note on Criterion 3.4:** The business unit does not provide adequate evidence to use the information obtained from students and stakeholders for purposes of planning educational programs, offerings, and services; marketing; process improvements; and the development of other services. For example, one data point was the number of alumni who connected with the university LinkedIn page. This analysis presented by the university did not result in continuous improvement. The business unit is encouraged to formalize the listening methods. **Condition on Standard 4:** Measurement and Analysis of Student Learning and Performance There were several key criteria in Standard 4 that were incomplete, or the business unit identified that changes were being considered or implemented. Specifically, **Criterion 4.3:** Previously benchmarked institutions and programs are no longer corresponding to institution's profile; hence new benchmark institutions and programs are being identified for comparative assessment information. The Commissioners look forward to comparative assessment information in the next Quality Assurance report. **Criterion 4.4:** The business unit did not provide evidence that the use of the learning outcomes assessment results analyzed in criterion 4.2 to improve its educational processes in the interest of continuously improving student learning outcomes. The business unit indicated that these processes are being considered and planning is in progress. **Note on Criterion 5.1:** No evidence of an HR plan was presented for the business unit. **Note on Criterion 5.2:** As noted in the self-study
report the business unit School addressed the highlighted issue and increased the percentage of academically qualified faculty for graduate courses from 46% to 64% and for undergraduate from 39% to 49%. The percentages still do not meet ACBSP requirements. Several processes are underway to remedy this discrepancy.

The following business programs at EU Business School are accredited by the Accreditation Council for Business Schools and Programs:

BBA - Bachelor of Business Administration
BA - Bachelor of Arts in Communication & Public Relations
BA - Bachelor of Arts in Leisure & Tourism Management
BA - Bachelor of Arts in International Relations
BA - Bachelor of Arts in Sports Management
BA - Bachelor of Arts in Digital Business, Design & Innovation
BS - Bachelor of Science in Business Finance
EBBA - Executive Bachelor of Business Administration
MBA programs in one of 11 majors:
  International Business
  Communication & Public Relations
  International Marketing
  Global Banking & Finance
  Leisure & Tourism Management
  Entrepreneurship
  Digital Business
  Sports Management
  Human Resources Management
  Design Management
  Blockchain Management

HSO Business School Switzerland (Zurich, Switzerland)

Full Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 4.3.b and 6.4.a.

Basis for final decision: The business programs meet the overall requirements for the six ACBSP standards. Note on 4.3.b: The business unit does not provide evidence of comparative data gathering or analysis. It is mentioned that internal analysis between different university locations may be considered. The Board looks forward to reviewing this new process or the addition of an external comparative process in the next QA report. Note on 6.4.a: To ensure CPC compliance for all academic programs, there is an opportunity to redesign one of the undergraduate degree programs (BASc. in Management) to attain sufficient coverage of the Undergraduate Common Professional Components (CPC) at the level prescribed by ACBSP standards. In particular, Accounting, Law, Ethics and Global components could be the areas for further enhancement.

The following business programs at HSO Business School Switzerland are accredited by the Accreditation Council for Business Schools and Programs:

Bachelor of Applied Science (BASc.) in Business Administration (Dipl. Betriebswirtschafter HF)
Bachelor of Applied Science (BASc.) in Marketing Management (Dipl. Marketingmanager HF)
Bachelor of Applied Science (BASc.) in Management (Dipl. Betriebswirtschafter NDS HF)
Executive Master of Business Administration

**Lewis University (Romeoville, IL, USA)**

Full Reaffirmation of Accreditation granted to the Business and Accounting programs with improvement opportunities in the following standards and criteria: Notes on Criteria 4.2 and 5.3.

**Basis for final decision:** The business programs meet the overall requirements for the six ACBSP standards. **Note on Criterion 4.2:** While the business unit has collected external (ETS) data related to the student learning outcomes for the MBA and MSF programs, there is an opportunity to collect and analyze external data to measure student learning outcomes for all graduate programs including M.S.B.A, M.S.I.S., M.S.P.M., and M.A.O.L. A well-defined assessment plan of measurable formative and summative, internal and external student learning outcomes for each business program (and campus) will allow the business unit to analyze in closing the loop process for more than 3 periods, and tracking and validating competency success rates or opportunities for improvements for each of the program student learning outcomes. **Note on Criterion 5.3:** While the business unit meets the historically accepted percentages for the undergraduate level credit hours in business taught by academically qualified faculty, there is an opportunity to increase the percentage of graduate-level credit hours in business taught by academically qualified faculty from 57% to a minimum of 70%. Since the minimum of 70 percent is not met, the business unit has an opportunity to either (a) provide a strategy and timeline for addressing this gap, or (b) present its rationale for the difference and provide detailed records of student learning outcomes to demonstrate that your faculty composition supports your mission and program objectives.

The following business programs at Lewis University are accredited by the Accreditation Council for Business Schools and Programs:

- Accounting, B.S.
- Business Administration, B.S.
- Business Administration, M.B.A.
- Business Analytics, M.S.
- Economics, B.S.
- Finance, B.S.
- Finance, M.S.F.
- Information Security, M.S. (Information Security Management, M.S. FA19)
- Information Systems, B.S.
- Information Technology Management, B.S. converting to Analytics, B.S. (accelerated)
- International Business, B.S.
- Management, B.A.
- Marketing, B.S.
- Organizational Leadership, B.A.
- Organizational Leadership, M.A.O.L.
- Project Management, M.S.
- Social Media Marketing, B.S. (Digital Marketing, B.S. FA19)
- Sport Management, B.A.

**University of Lynchburg (Lynchburg, VA, USA)**

Conditional Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Note on Criterion 6.1.3; Condition on Standard 3.
Basis for final decision: The business programs meet the overall requirements of the six ACBSP standards.

Condition on Standard 3 - While the College of Business has identified stakeholders there is an overall lack of how the formal process of listening, learning, identifying requirements and expectations, reviewing data, and making improvements. The Board of Commissioners looks forward to your next status report which will address these concerns. Note on Criterion 6.1.3 - All degree programs are required to comply with the Common Professional Component (CPC). Please review and update the CPC for all degree programs including the degree in Economics.

The following business programs at University of Lynchburg are accredited by the Accreditation Council for Business Schools and Programs:

- BA in Accounting
- BA in Business Administration
- BA in Economics
- BA in Economics (Finance Emphasis)
- BA in Management
- BA in Management (HR Emphasis)
- BA in Marketing
- Master's in Business Administration

Voorhees College (Denmark, SC, USA)

Conditional Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Note on Standard 2; Condition on Standard 4.

Basis for final decision: The business programs meet the overall requirements of the six ACBSP standards. Note on Standard 2: While the school has a strategic plan for 2017-2022, the plan could be strengthened with evidence that documents the deployment of strategic planning initiatives and outcome measures and current information on results and improvements. While the business unit has identified key steps in the Strategic Planning process, inclusive of some methods to assess related activities, there is an opportunity to identify key performance indicators (KPIs) and communicate them to key stakeholders for effective deployment and tracking to the plan and performance goals. Also, stakeholder input into the strategic plan is not evident. There is an opportunity to align Department of Business strategic goals with the College Strategic Plan with empirical and measurable performance indicators. Condition on Standard 4 with the following Criteria: 4.1: Self-study reports show that the business unit utilizes both internal and external assessment instruments for the business core. However, the actual data is missing in the evidence file. The business unit has an opportunity to initiate a systematic assessment approach and provide actual assessment results, their analysis, and uses to continuously improve the business programs. 4.2: The business unit has an opportunity to clearly identify internal, external, formative, and summative assessment tools in both program and concentration levels, and develop a process for collecting, analyzing, and utilizing the assessment data. 4.3: The business unit has an opportunity to use assessment results to assess, analyze, and improve student learning outcomes compared to other benchmark institutions. The data and results presented are not directly related to assessing student learning outcomes with respect to benchmark institutions. 4.4: The business unit has an opportunity to tailor specific assessment results to indemnify specific program improvements. The self-study provides a list of general initiatives taken to improve its program. Still, they are not linked to specific results of learning outcomes, and the evidence file fails to provide the actual assessment results for the self-study period.

The following business programs at Voorhees College are accredited by the Accreditation Council for Business Schools and Programs:

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Bachelor of Science in Accounting
Bachelor of Science in Business Administration
Bachelor of Science in Business Administration with concentration in Finance
Bachelor of Science in Organizational Management
Bachelor of Science in Business Administration with concentration in Small Business and Entrepreneurship

Accreditation withdrawn.

IEMI/CMH
Centre Europeen de Management Hotelier International

Basis for the decision/program comments:

ACBSP did not receive your status report due September 15, 2019. There was no response to the letter from ACBSP to IEMI/CMH to report September 15, 2020. There was no report provided September 15, 2020.

The Board of Commissioners voted to withdraw ACBSP accreditation by suspension of your MBA program.

We would like to help you remove the suspension.

The suspension may be removed if you completed a Status Report removing the following three conditions and improving the six notes. If you do not remove the suspension by 9/15/2021, then the withdrawal of accreditation becomes permanent revocation.