

Baccalaureate/Graduate Degree Board of Commissioners
Accreditation Decisions
November 12 – 13, 2022 and January 23, 2023

January 23, 2023

The following information is provided from the Baccalaureate/Graduate Degree Board of Commissioners accreditation decisions from the November 12 – 13, 2022 and January 23, 2023 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.

INITIAL ACCREDITATIONS FOR FALL 2022

CamEd Business School (Phnom Penh, Cambodia)

Standard 1 - Leadership

- The leadership team of CamEd has demonstrated strong passion and commitment in promoting excellence in higher education specializing in accounting and finance. They have set up a clear set of measures to monitor strategic planning, annual action plan, risk assessment, enrollment/retention/graduation rates. The business unit has developed a culture that fosters and promotes academic excellence, ethical practices, stakeholders' satisfaction, social responsibility, and community engagement.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Standard 2 - Strategic Planning

- The business unit maintains a systematic approach to plan strategically, keep stakeholders informed, utilize policy and procedures of the internal quality control framework to measure the Key Performance Indicators (KPIs), monitor the deployment and progressive actions and make revisions on the plan based on the core stakeholders' feedback.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 3.3

- The business unit has systematic processes and procedures to collect feedback from students, alumni, employers and faculty, take actions upon measurable data and support continuous improvement.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 3.4

- The business unit maintains a focus on practicality of the curriculum, reflecting industry needs. Key employers are closely connected with Career Services to provide feedback on student internships and job placements. Employers have expressed high satisfaction for job readiness of graduates.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

Criterion 4.1

- The business unit works closely with professional organizations in the accounting profession to develop outcomes assessment procedures. Some outcomes assessment procedures developed by the school have been adopted as national standards.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 4.3

- Student learning outcomes have been clearly outlined for programs and courses with reference to the established taxonomy of learning goals and classified as knowledge, interpersonal skills, cognitive skills, and communication skills. The result of such a process is a systematically developed and publicly disclosed curriculum map.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.2

- The business unit has demonstrated strong commitment to professional development of faculty members to support their teaching and research excellence. Generous budget was allocated for faculty to attend professional activities, pursue their doctoral degrees, enhance technology infrastructure, classroom equipment and purchase newly published books as advised by faculty to support the teaching and learning. Interdisciplinary collaboration in research is encouraged among faculty.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.3.E.

- The business unit is committed to recruit highly qualified academic staff through networking and international engagement, in line with the formal recruitment policy and quality assurance framework.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Standard 7 - Business Unit Performance

- The business unit has a systematic process in place to identify and ensure adequate resources and services to support its programs. The business unit has been tracking key student performance measures, business operation processes and education support processes for continuous improvement. The business unit shares key performance indicators and results with the public, including but not limited to attrition and retention, graduation, certificate pass rates, job placement rates, employment advancement.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

- The career service department starts to work with graduating cohort from the first semester in the 4th year to identify their career interests and prepare students' readiness for job market (such as mock job interviews, resume writing advising, career workshops etc.). The job placement rate is 95% six months after graduation for those who're actively looking for jobs. The job posts are regularly shared among the alumni community as well.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

George Brown College (Toronto, Canada)

Criterion 1.1

- Leaders in the CfB demonstrate a strong and admirable commitment to continuous improvement, transparency and performance excellence.

Categories: Approach

Verified: This Strength was verified on site.

Standard 2 - Strategic Planning

- Both the College and the CfB exhibited a very broad and inclusive approach to developing their strategic plans, as well as a robust process of setting goals, creating methods of implementation and measuring progress.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 2.4

- Despite the delay in implementation of the formal plan strategies, the CfB provided a great review of opportunities for improvement in all areas of the business unit, that shown clear relation to ACBSP standards.

Categories: Approach, Improvements

Verified: This Strength was verified on site.

Criterion 3.2

- Business unit leaders created the Super PAC which is a committee comprised of leaders of each PAC. This is a great demonstration of innovation and continuous improvement.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 3.3

- During the site team's meeting with alumni, opportunities for improvement in career related advising were raised. In subsequent meetings, the site team learned that the CfB is already piloting initiatives that directly relate to the points raised by alumni. This is a great example of the business unit's connection with stakeholder feedback.

Categories: Improvements

Verified: This Strength was verified on site.

Criterion 4.1

- The CfB has prescribed learning outcomes for all diploma programs required by the Ontario government and consistent with all other colleges in the Province and has developed its own learning outcomes for the degree program, that has started to be part of the system for evaluation of the learning outcomes.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 5.1.C.

- The CfB has a robust new faculty development program (New Faculty Academy) in place. This is an excellent example of the support provided for new team members.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 5.2.A.

- The business unit has a culture of interaction with business and industry. It also has a culture of informal student advising by faculty.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 6.1

- The CfB has a robust process for both new program approval and program review, including curricular review and involving faculty, staff, and PAC members as key stakeholders in that process.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Criterion 7.4

- The CfB's process improvement program is an excellent example of a comprehensive approach to continuous improvement.

Categories: Approach

Verified: This Strength was verified on site.

Inter American University - Metro Campus (San Juan, Puerto Rico)

Standard 1: Leadership

- It was identified that from the senior management of the business unit is both good in budget management and administration of resources.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 2.1

- The business unit has a formal planning process that includes objectives, strategies and actions with monitoring indicators, the process is certified by ISO-9001.

Categories: Approach, Deployment, Results, Improvements

Criterion 2.2

- Action plans include short, medium, and long-term strategies. Additionally, each quality objective has temporal indicators, monitored to verify their achievement. The deviations from the established goals are evaluated to undertake improvement actions, the results are communicated.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 3.1

- The business unit has clearly defined the segments of students it serves and maintains specific recruitment and attention strategies for each group based on their needs and requirements.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Criterion 3.4

- It was detected that the business unit and its educational programs have great social recognition.

Categories: Results, Improvements

Verified: This Strength was verified on site.

Criterion 3.5

- The business unit has successfully implemented strategies to attract applicants, among which are the "open houses", visits to high school schools, dissemination on the website and the continuity that the business unit gives to students who start from an early age in nurseries and primary schools belonging to the same educational system.

Categories: Results, Improvements

Verified: This Strength was verified on site.

Criterion 3.7

- The interest of the business unit and its authorities to know the level of satisfaction of the interest groups is highlighted, undertaking immediate actions to respond to requests and suggestions, as well as to strengthen the best practices.

Categories: Improvements

Verified: This Strength was verified on site.

Criterion 5.2

- The business unit has a faculty that has sufficient credentials to achieve the objectives of the 29 educational programs, for whom there are training and academic qualification programs.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.3

- The faculty of the business unit in general have a high level of academic and professional qualification.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.4

- Faculties are academically and professionally qualified, have experience and leadership in the workplace.

Categories: Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.6

- The business unit has a formal faculty evaluation system known by the professors, students, and administrators involved, which is used in the faculty's training and continuous improvement process.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

- The business unit provides development opportunities to the faculty with scholarships to obtain higher academic degrees and whose direct impact is currently on the 29 educational programs.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.7

- The business unit provides development opportunities through scholarships to enable students to obtain higher academic degrees; these results are directly impacting the quality of the 29 educational programs.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 6.1.3

- It could be convenient for the business unit to carry out a curricular review of the areas related to: finance, accounting, statistics and legal and political context in the degree in corporate communication where less business-related content was found. This could greatly strengthen the graduation profile of students.

Categories: Improvements

Verified: This Strength was verified on site.

Criterion 6.2.1

- The business unit has implemented projects of great impact in the comprehensive training of students, which efficiently contribute to the definition of competitive advantages fully identified by the employer sector.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

- The business unit has an excellent infrastructure for the development of tutoring in mathematics and languages, a robust and safe technological development that contributes to the achievement of educational objectives. Its contribution to the conservation of culture is staked through its museums that are unique in the country and that are available to society.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 6.3.3

- The business unit has several academic exchange agreements. The professors and students have had stays, studies and visits to universities and companies both in the country and abroad. Internationalization has been defined as a priority and a focal strategy for growth.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

Lauder Business School (Vienna, Austria)

Criterion 2.2

- The business unit presented evidence of communicating strategic objectives, action plans, and measurements to all faculty, staff, and stakeholders. During the site visit, it was evident that the strategic plan is discussed with staff, faculty, and stakeholders.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 3.5

- The business unit uses various processes to attract and retain students. There is evidence of an effective recruitment process as enrollment has increased over the past few years and as reported in Criterion 6.2.2. This was evident during the site visit when current students and alumni indicated their satisfaction with the LBS curriculum, the high caliber of the faculty, and the diversity of both their peers and faculty members.

Categories: Approach, Improvements

Verified: This Strength was verified on site.

Criterion 3.6

- The business unit uses formal and informal processes and methods to seek information from students and stakeholders, pursue common purposes, and receive complaints. There is evidence of various surveys and methods used to collect relevant data. Actions are taken in a timely manner. This was corroborated during interviews with both graduate and undergraduate current students, and alumni.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 4.2

- The business unit has implemented and systematically collected and analyzed internal and external (ETS/Peregrine) data related to each one of the student learning outcomes for the programs under review. There is evidence that data have been collected and analyzed in a closing-the-loop process for more than 3 periods.

Categories: Approach, Results, Improvements

Verified: This Strength was verified on site.

Criterion 4.3

- The business unit has implemented, collected, and analyzed MFT-B (ETS) and Peregrine data. There is evidence that data have been collected and analyzed for all the programs under review. In addition, it was evident that improvement actions have been deployed and continuous testing and analysis (in close the loop cycle) have been systematically implemented.

Categories: Approach, Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.2

- The business unit has a well-developed onboarding process for all new faculty and organizes an annual lecturers' conference to train the faculty in either updated or newly implemented tools, policies, and processes and serves as an opportunity for the faculty to network with other faculty members.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.8

- The business unit has a dedicated research department to assist faculty and students in participating in applied research activities.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 6.3.7

- The marketing processes and policies are planned, designed, and analyzed and the budget is assigned. The marketing activities are going through continuous analysis and assessment, leading to the redesign of planned activities for the upcoming period. The plan can be upgraded and new activities including budgets are being added based on the actual needs and opportunities that arise during the period.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

New England College (Henniker, NH USA)

Criterion 1.2

- Through regular management division meetings, the business unit identified opportunities for program curriculum improvements supporting their continuous improvement strategy.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Criterion 1.4

- The business unit provides ongoing review of student success indicators and collaborates with other departments to ensure student support and success.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Standard 4 - Student Learning Assessment

- The business unit has a robust outcomes assessment process.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 5.2

- The business unit has a solid faculty credential review process to ensure current and new faculty possess the appropriate credentials.

Categories: Approach, Deployment
Verified: This Strength was verified on site.

Criterion 5.3

- The business unit has a formal faculty review process in place administered by the Faculty Evaluation Committee. The faculty review process is centered primarily on the teaching function, which is used in making personnel decisions such as continuation of contracts, award of tenure, and/or of promotion.

Categories: Approach, Improvements
Verified: This Strength was verified on site.

Criterion 6.1

- The college and the business unit are in the middle of a huge project to consolidate two different units that currently offered separately the online and graduate, and the undergraduate business programs, creating consistency and improving the quality in the delivery of business programs.

Categories: Approach, Deployment, Improvements
Verified: This Strength was verified on site.

Criterion 7.1

- The business unit and the college collect and analyze relevant data that provides leadership with identification of issues and opportunities for improving the programs offered.

Categories: Approach
Verified: This Strength was verified on site.

Prince Sattam bin Abdulaziz University - Al Aflaj (Al-Aflaj, Saudi Arabia)

Business Program's Organizational Profile

- PBAA has demonstrated a clearly articulated vision, mission, and values that have been fully deployed through a strategic planning process. Their approach includes a 360 degree core value development where their KPIs and core values revolve around the fulfilment of needs and satisfaction of their stakeholders.

Categories: Approach, Deployment
Verified: This Strength was verified on site.

Standard 1 - Leadership

- The business unit is led by the Head. Dr Bader Mansour Al Dosari is an able and highly competent leader who truly believes in excellence in education. He is highly regarded for academic experience and has consistently raised the bar for the institution. There is a strong sense among students, faculty, alumni, and other stakeholders that the top leadership of the institution is very supportive of the institution's advancement and has led the faculty, staff, and students to take pride in their affiliation with the institution. The stakeholders are extremely loyal to the leadership of the institution, and they are willing to give back to the institution in many ways.

Categories: Approach, Deployment, Improvements
Verified: This Strength was verified on site.

Standard 2 - Strategic Planning

- The strategic directions laid down by has been followed by PSAU and PBAA> the business unite has adopted a formal strategic planning process by integrating the inputs from its key stakeholders. The strategic plan is further supported by the Rector and other high officials and is supported by the respective action plans. The institution showed commitment to provide sufficient financial, physical and faculty resources to successfully implement the strategic plan.

Categories: Approach, Deployment, Results
Verified: This Strength was verified on site.

Criterion 2.3

- The business unit's overall process effectiveness and implementation is efficient as it encompasses all standards of ACBSP and involves all stakeholders across all levels. The process of choosing the tools which link directly back to the selected goals and PBAA's mission has been a carefully planned process, resulting from numerous years of experience and input from many levels of staff members.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

Criterion 4.1

- The business unit has well-defined processes to define student learning outcomes according to the Saudi Arabian National Qualification Framework (SANQF).

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

- The business unit collects data from its identified stakeholders namely students, faculties, alumni, and employers as per the Revised Table 4.1 submitted post virtual site visit.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.2

- The business unit has sufficient number of faculty with a Student : Faculty Ratio of 114x2 semesters = 228:22 or 10:1, which provides sufficient time and attention provided to each student.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.2.B.

- The business unit faculty composition, deployment and coverage of theoretical and practical courses are meeting the highest standards.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Criterion 5.3

- The business unit faculty appear satisfied at levels exceeding 70% threshold, except in two criteria in one of the last 3 years: Library and Learning Resources.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.4

- The business unit has necessary processes in place for faculty development through deputation of selected faculties for learning and/or training in other universities within and outside Saudi Arabia. Currently 3 faculties are on study leave for higher studies.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

American University - Fajardo Campus (Fajardo, PR USA)

Standard 1: Leadership

- Administrators, along with their faculty, have carried out an exceptional job in terms of commitment, sense of belonging and other values that they have managed to implement successfully, within and outside the business unit (stakeholders) over the years. It is observed that the greatest value of the business unit lies in

its human capital, which demonstrates a solid organizational citizenship and above all a strong organizational culture.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Criterion 3.5

- The business unit has a solid process to attract new students through visits, fairs, and Open House. This is also reflected in engagement with graduates, who are sharing their experiences through various institutional media.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

- The business unit has an Academic Advising area, whose mission is to retain students. The Advising unit work on retention through multiple activities, such as workshops, aid with papers, economic aid, vocational surveys, and, among others, scholarships.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.1

- The business unit aims to maintain its faculty updated with the integration of technology in the classroom and professional development in their field of expertise.

These aspects were highly appreciated by students and alumni during stakeholders' meetings.

Categories: Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.3

- Faculty has sufficient knowledge in their teaching field, this is highly valued by students and alumni who see it as a competitive advantage in their professional fields giving support to the mission and business units' objectives and evidenced in the student learning outcomes.

Categories: Deployment, Results

Verified: This Strength was verified on site.

REAFFIRMATIONS FOR FALL 2022

Cardinal Stritch University (Milwaukee, WI USA)

Organizational Charts/Conditions of Accreditation

- The institution and business unit have organizational charts in place. The institution has also archived past organizational structures which depicts when and how various changes have been made. This is a strength that provides valuable data for reflection and analysis when examining future strategic decisions.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Conditions of Accreditation

- The institution and business units have mission statements that are clear and stated within the catalog. These serve as valuable guides for the institution in decision making and serving all stakeholders.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Business Program's Organizational Profile

- The business unit has a defined organizational context as a Catholic institution inspired by the spirit of St. Francis and St. Clare of Assisi and the heritage of the Sisters of St. Francis of Assisi. Undergraduate and graduate programs serve students with this heritage as a vital component to the educational experience at the university. This provides context and grounding for all interactions among faculty, staff, students, and all other stakeholders.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

- While navigating through a dynamic and turbulent environment, the business unit has undergone structural changes to stabilize the institution and meet the needs of students.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 3.4

- The business unit Advisory Council met on Day 2 (10/4/2022) with four different representatives. Each representative discussed how their industries align with the work of the business unit. Regularly scheduled meetings with the Advisory Council commence this year.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 4.1

- The business unit has demonstrated fully deployed assessment processes for the MML, MBA, and BSBA programs. The use of Peregrine inbound and outbound assessments are applied to all programs, in addition to assessment measures and related rubrics. The continuous assessment of student learning leads to continuous improvement of curriculum and student performance.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

- The business unit demonstrated an assessment approach that measures cohort performance of income and outcome performance as stand-alone measurements of student performance. The arrangement through Peregrine products is a consistent and reliable approach. The trend data of incoming student performance and outgoing student performance is valuable for data-driven improvements.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Criterion 4.2

- The business unit fully deploys Peregrine assessment in the undergraduate BSBA nontraditional program and graduate programs and has multiple years of data trends and analyze. The fully deployed assessment plan for these programs provides data for continuous improvement decisions.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Standard 5 - Faculty Focus

- The business unit faculty members were applauded by students, other stakeholders, and the university's executive leadership team. During the assessment, faculty commitment and genuine concern for students to excel in the respective programs were noteworthy.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

- The university has restructured to include all business programs in the same academic unit and a position description is prepared and available for the essential position of Assistant Dean of Business. While on-site, the team was informed of interviews in process for the Assistant Dean position. This position will be a key position in the oversight and growth of the business programs.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 6.4

- The business unit has a strong curriculum in both the BSBA and ASBA. The curriculum is organized in Concentrations which helps students understand the requirements in each area.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 6.5

- The business unit has a strong graduate curriculum and bridges for those who have not achieved the CPCs through the required body of knowledge courses. The curriculum design and required courses are evidence of two quality graduate business programs.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Standard 7 - Business Unit Performance

- The business unit has a systematic process to identify and track key student performance measures for the purpose of continuous improvement.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Harris-Stowe State University (St. Louis, MO USA)

Business Program's Organizational Profile

- The business unit has rich partnerships with corporate donors that helps to enhance the key academic mission and vision of student success in the university. Students in business unit participate in grant writing, community service and undergraduate research experiences in collaboration with their faculty, this helps to improve their academic experience, retention, and graduation.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

Criterion 1.1

- The Dean has made significant strategic plan changes by restructuring the business unit. The inclusion of new and rigorous programs, new learning infrastructure like cyber security lab, and the funding for the establishment of the Minority Entrepreneurship Collaborative Center for Advancement (MECCA) are key improvement measures that would result in student success.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

Criterion 1.2

- The business unit leadership, faculty, staff, alumni, and advisory board have significant involvement in the business unit's culture of engagement. This can be seen through student descriptions of business unit's faculty evaluations, internship programs and classroom observation that was verified on site.

Categories: Approach, Results

Verified: This Strength was verified on site.

Student and Stakeholder Focus

- The business unit participates in the university initiative of being Science Technology Engineering Math (STEM) focused. It mainly focuses on the Technology or "T" component of the initiative by offering cybersecurity and data analytics concentrations. The business unit is creating spaces for students' collaboration and tech space. The tech space will be used for cybersecurity so students can have hands on experience in cybersecurity by providing services for local organizations. The students' space will allow students to collaborate, meet internship supervisor, prospective students, etc.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

- The Academic Resource Center (ARC) is an important infrastructure and service for students. In ARC, students can test, obtain tutoring services, obtain supplemental instruction for general education courses, academic accommodations, study, and lounge. The ARC is adequately staffed to meet students' needs. Full time faculty members from the business unit (and other units in the university) are regularly scheduled to be in the ARC to assist, instruct, and tutor students as applicable.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Standard 4 - Student Learning Assessment

- The business unit has a robust in-house data analytic system to measure student and faculty assessment and performance. The dashboard provides real-time information on enrollment, class performance, course success, retention, and other pertinent information. The data are used to measure course success rate, retention rate, lost opportunities on students' credit hours, and other pertinent rates for faculty members and administration to make informed decisions and applicable improvements.

Categories: Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.3

- There is a clearly laid-out system in which the business unit's faculty members are evaluated. While on-site, students gave feedback regarding faculty members. Students repeatedly used the word family. It was repeated at least four times within an hour. In summary, the students at the business unit are very connected to other students and the faculty and staff at the university. Students appreciate the small student-to-teacher ratio and the family culture they derive from attending Harris-Stowe's school of business.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Standard 6 - Curriculum

- Achieving professional competency goals is more attainable when leadership continues to do an outstanding job at encouraging students to take ownership of their education and personal success.

Categories: Approach, Deployment, Improvements

Criterion 7.2

- The university has tuition cap at 12 to 16 semester credit hours. E.g., students who take between 12 and 16 hours of course work each semester pay the same tuition. Recently, the university allows students to take up to six credit hours in the summer at no additional cost. Due to the robust data analytics system, the business unit can track number of enrolled students each semester and can better advise students to take 13 to 16 credit hours. The business unit can also track students who can take advantage of the complementary summer classes when offered. This helps enhance students' completion rate and on-time graduation.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Hood College (Frederick, MD USA)

Review of All Academic Activities

- The business unit website is specific in presenting which programs are ACBSP accredited, thus allowing the public to understand the exact accreditation of business and business-related programs.

Categories: Approach

Business Program's Organizational Profile

- The business unit is forthcoming with challenges in areas like innovation, enrollment growth, faculty salaries, and competition.

Categories: Approach, Results

Standard 1 - Leadership

- The business unit provides ample data to evaluate enrollment, retention, attrition, and graduation rates of programs for both undergraduate and graduate students.

Categories: Approach, Deployment, Results

Criterion 1.2

- Faculty members of the business unit serve as a team that is student-centered, concerned about the welfare of the college, and well known on campus. Central to this motto is the daily lunch meeting where they gather together, share lunch, and are the envy of any collegiate community.

Categories: Deployment, Results

Criterion 1.3

- Longitudinal data exists for many internal and external variables utilized for comparative purposes within the business program (as well as the college).

Categories: Results

Criterion 2.3

- Communication within the business department is a notable strength as the employees share strong and appropriate lines of communication.

Categories: Approach, Results

Verified: This Strength was verified on site.

Criterion 3.1

- The business unit has a multitude of stakeholders that are important to its mission as well as a number of communication tools to receive significant feedback that can provide insight into important improvements.

Categories: Approach

Standard 5 - Faculty Focus

- Business unit faculty are beloved campus-wide and are seen as a model for other faculties to follow. They are seen as a beacon of the campus community.

Categories: Approach, Results

Verified: This Strength was verified on site.

Criterion 7.4

- The business unit has taken numerous actions to improve processes of both business operation and education support. Such loop-closing actions will serve to improve the overall effectiveness of the business unit.

Categories: Improvements

Pennsylvania College of Technology (Williamsport, PA USA)

Review of All Academic Activities

- The Pennsylvania College of Technology is located on a very attractive and well-maintained campus. Facilities observed (e.g., classrooms, offices, meeting areas, etc.) appear to be superior in both design and quality.
- Leadership, both new and continuing, appear to be committed and effective at all academic levels. Confidence in Brian Walton's leadership is very high, based on observations, discussions with other leaders, business faculty, students, and alumni.
- Ancillary areas, including ARP, C&I, Alumni Services, Corporate Relations, Career Services, Student Affairs, Madigan Library, Academic Operations, etc., appear to be highly competent and professional. All expressed strong support for the faculty and programs of the business division.
- Penn College and the business division appear to benefit from and contribute to a campus culture of openness and transparency, an emphasis on using data and processes, and desire to be agile, nimble, and responsive.
- Penn College's new strategic plan has emerged from a well-defined and well-executed process. It was striking to observe references to the plan across the campus and to see the efforts to communicate mission, vision, values, and initiatives. The revised mission drives the identified priorities and is valuable to the business division in its own strategic planning process.

Verified: This Strength was verified on site.

- The students, faculty, and programs of the business division appear to benefit from the ongoing investment in information technologies. This is crucial for remote or virtual learning offerings. The utilization of PLATO is universal, and applications continue to be developed. Computer labs and facilities are ample and accessible. Classrooms are at least adequately equipped; some are well-provisioned. The Innovation Lab is a potential catalyst for continued innovation. Advising and enrollment processes are well-supported by appropriate technologies. Identification of virtual and augmented reality exploratory efforts was noted.

Verified: This Strength was verified on site.

Standard 1 - Leadership

- The Student Achievement Information for ACBSP contained "Effectiveness Survey" results for business and accounting students. Results from the survey revealed business courses and faculty leadership prepared them for the workforce; the programs were conducive to learning, and they would recommend Pennsylvania College of Technology. On-site interviews with alumni indicated hiring after an internship or immediately after graduation. Tammy Rich was mentioned frequently by students as being supportive and instrumental toward connections with businesses and employers in the community.

Categories: Results

Verified: This Strength was verified on site.

Criterion 1.2

- Effectiveness Surveys are administered in the MGT 497 capstone courses during the Fall and Spring semesters.

Categories: Deployment

Verified: This Strength was verified on site.

Criterion 1.4

- The business unit recently reestablished a partnership with Penn CFL to promote the growth of business-related skills in high school students while heightening awareness of BAS business and accounting programs.

The business unit hosted the "Learn" segment of Penn CFL's Dream, Learn, Pitch competition in March 2022 with faculty and administration participating throughout the day, and Penn College scholarships were awarded to the winning team.

Categories: Improvements

Verified: This Strength was verified on site.

- Business and accounting programs offer online opportunities for the baccalaureate degree and associate degree. Nontraditional students can pursue their degrees while working full-time, and on-campus students can enroll in courses offering convenience and scheduling flexibility.

Categories: Improvements

Verified: This Strength was verified on site.

Criterion 5.1.C.

- The business unit has a stable, highly qualified, and dedicated faculty. 95.67% of the undergraduate credit hours in business are taught by Master's or Doctorate Degreed faculty. 66.46 % of the undergraduate credit hours in business are led by Doctorate Degree faculty. The quality and dedication of faculty were evident from meetings with students and other stakeholders.

Categories: Results

Verified: This Strength was verified on site.

Criterion 5.2

- The Business Unit has a stable, highly qualified, and dedicated faculty. 95.67% of the undergraduate credit hours in business are taught by Master's or Doctorate Degreed faculty. 66.46 % of the undergraduate credit hours in business are led by Doctorate Degree faculty. The quality and dedication of faculty were evident from meetings with students and other stakeholders.

Categories: Deployment, Results

Verified: This Strength was verified on site.

Criterion 6.1

- The business unit programs have an extensive and complete process in design and delivery. The business unit programs have resulted from a collaboration with local business and industry leaders during annual advisory committee meetings. Feedback regarding program goals, courses, and delivery methods is provided to ensure program relevance so that students can confidently enter the workforce fully prepared to meet the challenges and demands of industry in their chosen specialization tracks.

Categories: Deployment

Verified: This Strength was verified on site.

Criterion 6.2

- The business unit ensures that courses taught by full-time and part-time faculty have the same course rationale and SLO. One way to check reliability and consistency is by assessing courses to show that SLO has been met. In addition, regular teaching observations made by the dean and assistant dean and the administering of student evaluations for every course every semester ensures the quality and consistency of teaching by faculty, full-time and part-time, meet or exceed expectations at the college level.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 6.4

- The business unit demonstrates coverage of the CPC in all associate and undergraduate programs, providing evidence of meeting this criterion by including abbreviated syllabi and the corresponding undergrad CPC table covering the Common Professional Component (CPC) at the level defined by ACBSP.

Categories: Results

Verified: This Strength was verified on site.

Peirce College Business & Accounting (Philadelphia, PA USA)

Criterion 1.1

- The business unit has a process for creating the Mission and Values that includes input from faculty, staff, and employers (i.e., stakeholder groups). The Mission and Values are reviewed periodically. The process ensures the business unit Mission is aligned with the Institution's mission.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Criterion 1.2

- The business unit provided evidence that the processes are fully deployed across the business unit. Evidence includes the following: Business Division Faculty Meeting minutes; Program Review Report; Student and Community Events; etc. Faculty and staff indicated they are involved in creating and implementing processes.

Categories: Deployment

Verified: This Strength was verified on site.

Criterion 3.4

- The business unit uses some methods for the purpose of improving educational processes. There is evidence that the business unit has analyzed results from course evaluations and Student Satisfaction surveys and actions are tracked in a "close the loop process" from period to period. Pursuing regular cycles of learning from key stakeholders, evaluation, and ongoing improvement strategies and systems are likely to amplify student/stakeholder satisfaction at each period of analysis.

Categories: Improvements

Verified: This Strength was verified on site.

Criterion 4.3

- The business (and accounting) unit has a systematic process to collect and analyze external comparative (Peregrine) data for all undergraduate programs under review. Using external comparative data provides validity to the internal results.

Categories: Results

Verified: This Strength was verified on site.

Criterion 4.4

- The business (and accounting) unit presented evidence of the use of SLOs assessment data, actions taken, and proper followed-up for the programs under review. During the site visit, it was evident that results are discussed with faculty members, the Advisory Board, and department leaders, and appropriate changes are implemented and tracked. This process provides a continuous assessment of outcomes, the involvement of faculty members and key stakeholders, and the improvement of educational program offerings and processes.

Categories: Improvements

Verified: This Strength was verified on site.

Criterion 5.2

- There is sufficient evidence that the business and accounting units' faculty are qualified to teach the related business and accounting courses. Official transcripts, CVs, and in-field professional certifications were reported during the site visit.

Categories: Deployment

Verified: This Strength was verified on site.

Criterion 5.3

- The business unit provided sufficient evidence of a formal faculty evaluation system including an annual evaluation of adjunct faculty.

Categories: Deployment

Verified: This Strength was verified on site.

Criterion 7.3

- The business unit has collected and analyzed results for key Student Performance Tracking Processes on performance, including business student achievements such as attrition/retention and graduation rates for the undergraduate programs under review.

Categories: Results

Verified: This Strength was verified on site.

SCMS Cochin School of Business (Cochin, India)

Criterion 1.1

- The administration, faculty, and students from business unit have been involved in the ACBSP accreditation process. Based on the interviews with administrators, faculty, students, alums, and industry representatives, it was evident that these stakeholders know about the continuous improvement of programs and processes developed and conducted by the business unit.

Categories: Deployment, Improvements

Verified: This Strength was verified on site.

Standard 2 - Strategic Planning

- The business unit has a formal process by which its strategic direction is determined. The faculty, students, and other stakeholders have significant input into the strategic planning process. The strategic plan is mission-driven and has identified five key strategic objectives with a timetable for short-term and long-term action plans. The institution has created multiple layers of stakeholders to support the planning process and carry out strategic planning initiatives.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

Criterion 2.1

- The business unit has a systematic process for developing its strategic plan in alignment with the vision, mission, and PEOs. Five strategic directions have been identified; a plan of action (POA) for each area of attainment has been designed. Based on the inputs and feedback from the key stakeholders, the strategic plan for 2020-25 has been developed.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

Criterion 2.2

- The business unit has a systematic process for developing a strategic plan. This process includes development of strategic goals and supporting objectives. Each strategic objective has its corresponding action plan set by various departments. This process has been managed by concerned members of the Academic Advisory Committee (AAC).

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 3.2

- The business unit has identified its major stakeholder groups. The groups include Regulatory Bodies, Students, Faculty Members, BOG, Alumni, Parents, Recruiters, Industry Leaders, Professional Bodies & Community Organizations. The feedback process from the stakeholders is very well deployed.

Categories: Approach, Deployment, Improvements

Verified: This Strength was verified on site.

Criterion 3.4

- The business unit has a systematic process to collect feedback from stakeholders and to analyze and disseminate results for continuous improvement of its programs.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Standard 4 - Student Learning Assessment

- The business unit has a systematic student learning outcomes assessment process and plans with documentation of results and evidence that the results are being used for continuous improvement of the institutions' academic programs.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 4.2

- The business unit has a systematic assessment process that is continuously deployed. All the program outcomes are assessed and measured systematically over three measurement cycles using internal formative and summative assessment activities.

Categories: Deployment, Results

Verified: This Strength was verified on site.

Standard 5 - Faculty Focus

- The business unit faculty display a strong work ethic and often go beyond their job description to achieve academic excellence.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.1.C.

- The business unit has developed a comprehensive annual plan of action (POA) for faculty development initiatives.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.3.E.

- The business unit is commended for exceptional activities provided to the students who require additional support.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 6.1

- The business unit has adopted a systematic approach to curriculum design and program delivery. Both appear to be conscientiously enacted. It has been using students' and stakeholders' input for making curricular changes. The institute is using LMS in program delivery and assessment. It is fulfilling the undergraduate CPC requirements by offering a Foundation course.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 6.2

- The learning management system in the online portal has been fully designed and developed, linking the teaching-learning process, content availability, examination, and evaluation. Every student, faculty member, and parent have unique access to the system. Feedback from stakeholders, faculty, and alumni is constantly being reviewed and used for continuous improvement. This is one of the best practices of the business unit.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

University of Finance and Economics (UFE) (Ulaanbaatar, Mongolia)

Standard 1 - Leadership

- Leadership process combines strategic planning and operational review processes to obtain the performance goals in the student achievements as shown by the student retention indicator.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Criterion 2.3

- Performance indicators of the business unit have been established and are continuously monitored by the quality control team.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 3.1

- The business unit has developed strong partnerships within the business community. These partnerships provide job and internship opportunities and enhance students' ability to find jobs.

Categories: Results

Verified: This Strength was verified on site.

Criterion 3.3

- The business unit consistently collects and analyses the data. At least three data points are presented for the results of several stakeholder measures.

Verified: This Strength was verified on site.

Criterion 4.1

- Programs to be accredited are listed in Overview of Academic Activities, and the specific learning objectives for each program to be accredited have been thoroughly mapped to the mission in all cases. On site, the site visit team was provided with additional course-level mapping.

Verified: This Strength was verified on site.

Criterion 4.2

- All program Student Learning Outcomes and Performance Measurements are clearly stated, and corresponding Assessment Cycles are defined and observed.

Verified: This Strength was verified on site.

Criterion 5.1.C.

- The business unit's manuals and guidelines are updated regularly, published in the University Platform partnership portal, and evaluated/maintained regularly.

Categories: Deployment

Verified: This Strength was verified on site.

Criterion 5.2.A.

- The composition of the faculty includes sufficient academic credentials and business experience.

Categories: Approach, Deployment, Results

Criterion 6.2

- The business unit has well-developed policies, procedures, and articulation agreements for transfer to and from other institutions into the business unit programs which are available on Platform partnership.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 7.2

- The business unit has well-developed processes to monitor student performance, business operations and education support which are regularly reviewed by Academic Affairs Offices of Undergraduate and Graduate programs.

Categories: Approach, Deployment

Verified: This Strength was verified on site.

Wiley College (Marshall, TX USA)

Business Program's Organizational Profile

- The business unit provides evidence of a robust performance improvement system. This includes ongoing, annual, and semiannual assessments of faculty from students, peers, and leaders. This benefits the business unit through ongoing feedback on faculty performance and creates opportunities to reward faculty and address potential issues early and with the correct resources.

Categories: Approach, Deployment

Criterion 2.1

- The business unit provides evidence of a systematic process for developing a strategic plan. This includes initiation by the faculty and reviews and discussions at many levels of leadership. This benefits the business unit by providing an iterative, faculty-driven process for developing strategic priorities and communicating them through the appropriate levels of leadership to ensure they align with the college mission and to ensure resources are available for the achievement of the strategic plan.

Categories: Approach, Deployment

Criterion 3.1

- The business unit provides evidence of a robust stakeholder groups. This includes continued support for the program objectives and initiatives. This benefits the business unit with a connection of resources to achieve the mission and goals of the department.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 4.2

- The business unit provides evidence of assessment process deployment and measurement cycles. This includes a four-year programmatic review cycle and annual program assessment analysis and reporting. This benefits the business unit's measurement and evaluation of program performance and student learning.

Categories: Deployment, Results

Verified: This Strength was verified on site.

Criterion 4.3

- The business unit provides evidence of systematic collection, analysis, and use of student learning assessment and comparative measurement data. The business unit assessment results are disseminated to business faculty and administrative staff. This benefits the business unit with consistent and continual review and assessment of student learning outcomes including by delivery modality.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Criterion 5.2

- The business unit faculty are qualified to teach all the required business courses. Undergraduate credit hours in business are 100% taught by Master's or Doctorate degreed faculty. Over half of undergraduate credit hours in business are taught by Doctorate degreed faculty. The business unit's students benefit from the learning and support from qualified business faculty in each discipline.

Categories: Approach, Deployment, Results

Verified: This Strength was verified on site.

Criterion 5.3

- The business unit provides evidence of a systematic process for evaluating faculty. The results of faculty evaluation are discussed between faculty and their supervisor with improvement and professional growth plans developed. This benefits the business unit through ongoing feedback on faculty performance and creates opportunities to reward faculty and address potential issues early and with the correct resources.

Categories: Approach, Deployment, Results, Improvements

Verified: This Strength was verified on site.

Standard 6 - Curriculum

- The business unit provides evidence that there is a systematic process in place for ongoing evaluation of program effectiveness. For example, objectives were set, measures and rubrics were developed, and the actual outcomes are compared with the expected outcomes. If the targets were met, current strategies continued. In contrast, if targets were not met, the outcomes were used for improvement. The benefit of the business unit is they will be able to use a systemic process to make continuous improvements and enhance the educational experience of its student stakeholder groups.

Categories: Approach

Criterion 6.1

- The business unit has provided evidence of a systemic process for making curriculum changes. This includes a formal process that starts with the faculty, then presented to the chairs for approval before being presented to the dean. The dean and chairs will meet and approve the curriculum changes before moving forward to the Academic Council. This is a systemic process that can be duplicated regardless of the personnel in place. This

is important because the business unit and institution has had a great amount of turnover in the recent years.

Categories: Deployment

Standard 7 - Business Unit Performance

- The business unit provides evidence of a systematic process for collecting the data to support the retention rate meeting the benchmark of 40%+. Each of the four programs are represented and display retention rates greater than 40% with the exception of academic year 2019-2020 for OMP and CISC programs. This is important to share this data with the public and stakeholders for recruiting purposes.

Categories: Results

Verified: This Strength was verified on site.

University of Puerto Rico - Ponce Campus, Business Administration & Office Systems (Ponce, PR, USA)

Criterion 1.1

- Regarding the Social Impact, the business unit has several social responsibility projects (Best-in-Class). They participate in projects such as "Samaritan's Purse Operation", through the graduate area, students donate lunches and dinners for students in need. After Hurricane Fiona, the business unit, through the support of its faculty, generated more than 2,000 meals to help its students.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 1.4

- During the pandemic, the business unit implemented improvements in technology for teaching and training professors in new technologies. In addition, there was a significant investment to upgrade some classrooms with technological equipment to teach hybrid classes. These improvements were recognized repeatedly, during the interviews with current students, alumni, and employers.

Categories: Improvements

Verified: This Strength was verified on site.

Criterion 3.4

- The business unit has a process to use the information collected from students and key stakeholders for the purpose of improving educational processes. There is evidence that the business unit has analyzed results from prospective and current students and key stakeholders and actions are tracked in a "close-the-loop process" from period to period. Pursuing regular cycles of learning from key stakeholders, evaluation, and ongoing improvement strategies and systems are likely to amplify student/stakeholder satisfaction at each period of analysis.

Categories: Approach

Verified: This Strength was verified on site.

- The business unit is launching online programs as a result of the process of listening to stakeholders. The need of offering online and/or hybrid courses was verified during meetings with current students and alumni.

Verified: This Strength was verified on site.

Criterion 4.4

- The business unit presented evidence of the use of SLOs assessment data, actions taken, and proper followed-up for the programs under review. During the site visit, it was evident that results are discussed with faculty

members, the Advisory Board, and department leaders, and appropriate changes are implemented and tracked. This process provides a continuous assessment of outcomes, the involvement of faculty members and key stakeholders, and the improvement of educational program offerings and processes.

Categories: Improvements

Verified: This Strength was verified on site.

Criterion 5.1

- The business unit has an HR plan that assesses current HR capacity, forecasts HR requirements, and conducts a GAP analysis. Having an HR plan gives the institution and the business unit a clear view of the future needs for faculty, and resources to develop new programs and foster student enrollment. The human resources strategies are aligned with the strategic plan.

Categories: Approach

Verified: This Strength was verified on site.

Criterion 5.2

- There is sufficient evidence that the business units' faculty members are qualified to teach business courses. Official transcripts, CVs, and in-field professional certifications were reviewed and reported during the site visit. The business programs (with 72%) meet the minimum of 40 percent of the undergraduate credit hours in business taught by Doctorate Degree faculty.

Categories: Deployment

Verified: This Strength was verified on site.

Criterion 6.1

- The business unit provided strong evidence of an annual curriculum review process to maintain relevancy. During the site visit, it was evidenced that with the faculty's support, the program's syllabi are reviewed. Likewise, the business unit has an institutional process to carry out the revision and evaluation of the curriculum, which considers the information collected from the students' satisfaction surveys, meetings with the faculty, as well as recommendations from alumni and employers' surveys.

Categories: Deployment

Verified: This Strength was verified on site.

Criterion 6.2

- The business unit complies with the 12 areas of the CPC requirements for business programs.

Categories: Results

Verified: This Strength was verified on site.

Criterion 7.4

- The business unit has a systematic process of monitoring enrollment management improvements, Business Operation Processes, and Educational Support Processes. Analysis of results and continuous improvement data and feedback were evident during the site visit.

Categories: Results, Improvements

Verified: This Strength was verified on site.
