



# ACCREDITATION COUNCIL FOR BUSINESS SCHOOLS AND PROGRAMS

Igniting a Standard of Excellence in Business Education Worldwide

May 1, 2019

The following information is provided from the Baccalaureate/Graduate Degree Board of Commissioners accreditation decisions from the April 26-27, 2019 meeting.

No business program will be accredited without establishing performance expectations, measuring results, comparing results to expectations, and taking action to improve.

Business programs identify opportunities for improvement, along with ACBSP, to help them plan to move to higher levels of academic excellence.

When it is noted that “performance expectations established by the programs are being met,” you can see performance expectations by program at this link:

[https://cdn.ymaws.com/www.acbsp.org/resource/resmgr/files/acbsp\\_chea\\_12b\\_1\\_evidence\\_oc.pdf](https://cdn.ymaws.com/www.acbsp.org/resource/resmgr/files/acbsp_chea_12b_1_evidence_oc.pdf)

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."

## **Accreditation Granted with Conditions**

There are occasions when the Board of Commissioners may grant “Conditional Accreditation.” This means that most standards and criteria are met, but there are some deficiencies in fully meeting all the ACBSP standards or criteria. For example, if multiple criteria in Standard 4 regarding student learning outcome assessment are not fully met, a condition could be placed on the student learning outcome assessment standard 4.

The president/rector or person in a similar position of the institution has pledged that the deficiencies will be remedied within a four-year time frame. Progress on improving the process to remove the conditions must be submitted to ACBSP every two years, asking for a review so the conditions can be removed.

When deemed necessary, a commissioner will visit the campus and decide if the deficiencies have been corrected. The report of these findings is made at the April or November Board of Commissioners meeting for its final disposition. Requests for a one-year extension, with justification, may be considered or the program accreditation will be placed on probation for one year. If the deficiencies are not corrected within the time allowed, the institution will be notified that its conditional accreditation status has been rescinded and its current status is unaccredited.

## **Decisions regarding initial accreditation:**

### **Concord University (Athens, WV, USA)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 3.1, 3.2, 4.1 and 4.2.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 3.1: The business unit does an excellent job of identifying students currently enrolled at Concord University. However, their description of students targeted and served is not fully developed. The business unit could benefit from clearly identifying their targeted and served student segments. Continue to report progress in identifying student segments in future reports. Note on Criterion 3.2: The business unit overlooked the requirement of describing how relevant information from student and stakeholder is gathered and used. The business unit could benefit by identifying how relevant information from its major stakeholder is gathered and used. Please continue to monitor and report progress in future reports. Note on Criterion 4.1: The business unit has identified methods for assessing internal and external learning outcomes. However, the assessment of internal learning outcomes is not fully developed. There is insufficient information relating to the internal assessment process. There are no targets for internal assessment and no indication of how the data was analyzed. The business unit could benefit from the development of an effective and systematic approach for internal assessment. Continue to maintain and improve these processes and report progress in future reports. Note on Criterion 4.2: Establishment of goals is noted. However, the business unit overlooked the requirement to provide learning outcomes that are measurable in each business program as well as evidenced in the assessment process. The approach is in the early stage of development and additional information relating to the assessment of learning outcomes for each program should be developed. The business unit could benefit from developing learning outcome assessments for each program concentration. Please report progress in future reports.

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

Bachelor of Science Degree in Business Administration, with emphases in Accounting, Finance, Marketing, and Management

### **Cornerstone University (Grand Rapids, MI, USA)**

Conditional Accreditation granted four four years with improvement opportunities in the following standards and criteria: Condition on Criterion 5.3; Notes on Criteria 4.2, 4.4 and 5.8.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of five of the six ACBSP standards. The business programs meet the basic requirements of one of the six standards. Condition on Criterion 5.3: The business unit has not deployed faculty with sufficient academic credentials to ensure appropriate emphasis in both business theory and practice to meet program objectives. The business unit has an opportunity to deploy a detailed human resources faculty hiring/development plan with a timeline for meeting the standard. Note on Criterion 4.2: The business programs have an opportunity to report a minimum of three successive sets of periodic assessment results to identify trends across a wider range of assessments. Some internal, formative assessment results do not yet have the required three data points. The collection, review, comparison against benchmarks, and implementation of planned improvements, based on analysis of assessment measures, is expected to lead to a fully deployed and implemented learning outcomes assessment program. Note on Criterion 4.4: The business unit has an opportunity to track assessments and meeting of learning outcomes using three to five data points across the program.

This will enable identification of trends so action plans can be developed that can lead to improvements in the learning outcome assessments plan. Note on Criterion 5.8: Sufficient scholarship is a necessary component of the depth of knowledge of faculty and part adequate faculty preparation to teach students in the business program. The business unit has an opportunity to demonstrate greater faculty preparation through a balance of scholarly and professional activity. While the level of professional activity appears adequate, greater scholarly activity can improve faculty preparation to teach in the program.

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

- B.S. – Accounting
- B.S. – Business Administration
- B.S. – Business/Economics
- B.S. – Business/Finance
- B.S. – Business/Management
- B.S. – Business/Marketing
- B.S. – Computer Information Systems (1)
- B.S. – International Business
- B.S. – Non-Profit Administration
- B.S. – Sports Management
- A.S. – Business Studies
- B.S. – Business Administration & Leadership [2]
- B.S. – Organizational Management (3)
- M.A. - Organizational Leadership (4)
- M.B.A. - Finance Concentration
- M.B.A. - Global Business Concentration
- M.B.A. - Health Care Concentration
- M.B.A. - Project Management Concentration

### **Dillard University (New Orleans, LA, USA)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Note on Criterion 5.2.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 5.2: Although faculty files are maintained by the Provost and Human Resource departments, two faculty files were not located. It is important that the school maintain complete records on all faculty. Please identify processes in future reports which will assure maintenance of complete faculty records.

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

- Bachelor of Science in Accounting
- Bachelor of Science in Financial Economics
- Bachelor of Science in Business Administration - International Business Concentration
- Bachelor of Science in Business Administration - Management Concentration
- Bachelor of Science in Business Administration - Marketing Concentration

## **Escuela Bancaria y Comercial, SC (EBC) (Juarez, Mexico)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 5.3.2.b and 5.8.1.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 5.3.2.b: Accredited programs should focus on accepted levels for academically qualified or professionally qualified faculty as a basis for demonstrating quality. Although, the institution has developed an improvement plan and made efforts to overcome the situation in an environment that does not currently have sufficient doctorates, the program's percentage of credit hours taught by academically qualified faculty does not reach the level of 40%. The next report should focus on evidence of improvement. Note on Criterion 5.8.1: Faculty members must be actively involved in professional activities that will enhance the depth and scope of their knowledge and that of their disciplines, as well as the effectiveness of their teaching. The institution must demonstrate a reasonable balance of scholarly and professional activities by the faculty as a whole consistent with the stated institutional mission. Although, the institution has made great efforts to develop and encourage research and professional activity, all faculty should be actively involved. Future reports should identify progress.

The following business programs at Escuela Bancaria y Comercial, SC (EBC) are accredited by the Accreditation Council for Business Schools and Programs:

BA in Administration (Management) – LADMI  
BA in Communication and Entertainment Business Management – LANCE  
BA in Public Accounting – LCONT  
BA in Commerce and International Business – LCONI  
BA in Finance and Banking – LFIBA  
BA in Tourism and Hospitality Management – LATH  
BA in Marketing – LMERC  
Master in Senior Management (MMAD)  
Master in Financial Management (MADF)  
Specialization in Taxes (EIMP)

## **Florida State College at Jacksonville (Jacksonville, FL, USA)**

Conditional Accreditation granted four four years with improvement opportunities in the following standards and criteria: Conditions on Criteria 2.1 and 5.8; Notes on Criteria 4.4, 5.1 and 6.1.4.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of four of the six ACBSP standards. The business programs meet the basic requirements of two of the six standards. Condition on Criterion 2.1: Continued attention is indicated for the development of a complete Strategic Plan document for the Business School that aligns with the institutional priorities while reflecting unique dimensions in the School that relate to future success, separating out the strategic planning from the assessment of same will be a positive direction. The School is in a good position to continue building on a baseline identification of process and objectives to convert this into a forward looking plan for a future time frame to be determined. Condition on Criterion 5.8: Based on the information provided in the Self-Study and the Site Visit Report, there is no data regarding the scholarly and professional activities of the adjunct faculty. It is expected that all faculty be included on the scholarly and professional activities report. It is currently unclear as to the status of adjunct faculty as it pertains to this criterion. Note on Criterion 4.4: Attention to assessment is needed for tracking improvements made and their impact over time. There is an opportunity to provide information concerning the "closing the loop" cycle of review as part of assessment that the Business

School conducts and the results of same. The Board looks forward to receiving documentation of activities by the school that serve to close the assessment loop for highlighted initiatives. Note on Criterion 5.1: There are a number of documents and processes described associated with the School's management of human resources and how individuals are brought on board, developed, evaluated, etc. However, it was not clear what the strategic direction was for the School's human resources (meaning what are the need projections for the next few years, in what fields are faculty and others going to be recruited, projected retirements and other separations, turnover numbers, etc.). This is the equivalent of traditional manpower planning, but documentation of this was not in evidence from the Self-Study, Team Report, and related information. The Board encourages the School to tie this planning to the strategic plan and elements of both dealing with the market will be important to consider. Note on Criterion 6.1.4: The general education credits required for the 120 credit hour program stand at 30 percent of the total, which does not align with the Criterion. There is an opportunity to revisit the curriculum to ensure general education credits and coverage are at a higher level. Demonstration of the mission, vision, and engagement of stakeholders in determining the same will be important factors in the Business School Strategic Plan.

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

Business Administration  
Supervision and Management  
Supply Chain Management/Logistics  
Financial Services

#### **Kazakh-British Technical University Business School (Almaty, Kazakhstan)**

Full Accreditation granted with no notes or conditions.

**Basis for final decision:** Performance expectations established by the programs are being met. One standard was recognized as best in class. The business programs meet the overall requirements of the six ACBSP standards.

The following business programs at Kazakh-British Technical University Business School are accredited by the Accreditation Council for Business Schools and Programs:

BS in Management  
BS in Finance  
MBA in Oil and Gas  
MBA in Finance  
MBA in Leadership  
MS in Financial Analysis  
MS in Supply Chain and Project Management

## **LeMoyne-Owen College (Memphis, TN, USA)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 4.2 and 5.1.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 4.2: The business unit has an opportunity to improve its assessment process by clearly identifying specific assessment criteria of each degree and concentration and by demonstrating how the data is collected, reviewed, and shared. With the new adoption of the Peregrine assessment, the business unit should provide a complete trend analysis once there are at least three data points. Note on Criterion 5.1: The business unit should have an HR Plan that aligns with the Strategic Plan. This would include specific hires, potential hires for new programs, succession planning, any significant enrollment adjustments up or down, and potential retirements to list a few. The business unit has an opportunity to improve by creating an HR Plan that aligns with the Strategic Plan and is communicated to the appropriate stakeholders.

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

Bachelor of Business Administration with concentrations in management, accounting and finance  
ASAP Bachelor of Business Administration (BBA) with concentrations in management and finance

## **Louisiana State University at Alexandria (Alexandria, LA, USA)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes in Criteria 4.1e and 5.3.2.b.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements for the six ACBSP standards. Note on Criterion 4.1e: ACBSP requires that assessment plans should be designed to yield formative and summative learning outcome assessment information and data. The business unit has an opportunity to develop a more consistent continual improvement process by developing and measuring formative assessment and having that information reviewed by regularly scheduled meetings of the faculty to determine strategies for improvement. The Commission looks forward to reviewing in future reports how formative assessment information is used and data to improve overall performance. Note on Criterion 5.3.2.b: ACBSP has historically required at least 80 percent of the undergraduate credit hours in business to be taught by academically or professionally qualified faculty and 40 percent of the undergraduate credit hours in business taught by academically qualified faculty (both full-time and part-time faculty). In the development of these measures, the faculty must be vetted against ACBSP's qualification rubrics. The visiting team found that full-time faculty align with ACBSP AQ/PQ accreditation vetting standards. However, only three of thirteen (not all of the part-time faculty) are currently in compliance with the vetting standards. The business unit is aware of this issue and has a plan in place whereby all future part-time hires will be vetted to determine if ACBSP standards are met with a goal of the department to continue to expand its adjunct pool in the 2019-20 academic year to eliminate faculty full-time overloads. The Commission looks forward to reviewing in future reports how the requirements of Criterion 5.3.2.b are met.

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

Bachelor of Science in Business Administration with concentrations in Accounting, Computer Management Information Systems, Entrepreneurship, Finance, General Business, Management, and Marketing

### **Mongolia International University (Ulaanbaatar, Mongolia)**

Conditional Accreditation granted four four years with improvement opportunities in the following standards and criteria: Conditions on Standards 2 and 5; Note on Criterion 3.6.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements for four of the six ACBSP standards. The business programs meet the basic requirements for two of the six standards. Condition on Standard 2: The business unit must submit the Revised Strategic Plan and explain the process of Strategic Planning that demonstrates involvement of all faculty and staff members, with reviews from time to time to measure implementation and achievement of the business unit's long-term and short-term objectives and goals, in the next report. Condition on Standard 5: In 5.1, it may be helpful to the business unit to develop a distinct HR plan that addresses the needed activities in managing and developing and effective faculty and staff. In 5.3, the breadth and depth of the existing faculty pool appears sufficient to meet the needs of the business unit in offering the current undergraduate degree program. With the plans to add an MBA program, however, the current faculty pool appears inadequate in number and type of academic qualifications. Hiring new faculty members in the business unit would potentially allow it to pursue and diversify new degree programs and content areas. In 5.5, the business unit submission of Figure 5.5 (submitted as Table 5.5a) demonstrates very high faculty activity loads in excess of ACBSP norms. In addition to full teaching loads, faculty have extensive advising and committee responsibilities. It may be helpful to the business unit to ensure that sufficient faculty are available to balance responsibilities to ensure balanced and effective faculty deployment. In 5.8, the data provided in Figure 5.6 (labeled as Table 5.8.1a.) were incomplete. Restated data made available on site and to be uploaded with the business unit's response does not demonstrate a consistent pattern and practice of encouraging or enabling faculty to participate in scholarly and professional activity. It may be helpful to the business unit in meeting the requirements of this criterion to develop and implement a policy that enables and encourages these activities. Note on Criterion 3.6: The business unit does not have a formalized and systematic process to seek information, pursue common purposes, and receive complaints from students and stakeholders. In particular, a system to receive and handle student complaints was lacking. It may be helpful to meet the requirements of this criterion to develop, document, and implement formalized processes in this area.

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

Bachelor of Business Administration (BBA)

### **PSGR Krishnammal College for Women (Coimbatore, India)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 4.3 and 6.3.4.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements for the six ACBSP standards. Note on Criterion 4.3: Criterion 4.3 calls for comparative data and also for data collected over time. On both aspects, this is achieved with PLO1 as discussed above, but PLOs 2-5 show data and analysis over time without comparisons. Note on Criterion 6.3.4: While the student code of conduct was submitted, an academic probation/suspension policy was not.

The following business program at PSGR Krishnammal College for Women is accredited by the Accreditation Council for Business Schools and Programs:

Master of Business Administration (MBA)

### **Rivier University (Nashua, NH, USA)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 4.3 and 5.3.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 4.3: The business unit has an opportunity to improve its assessment plans design in order to yield comparative information and data both over time and with respect to benchmarks and intended outcomes by establishing both internal and external assessment methods. Note on Criterion 5.3: The business unit has an opportunity to improve the quality of instruction by continuing to strive for the thresholds of 40% undergraduate and 70% graduate AQ faculty qualifications to ensure appropriate emphasis on both business theory and practice to meet program objectives.

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

BS in Business Administration  
BS in Business Management BS in Finance  
BS in Marketing MBA in Healthcare Administration  
MBA in Management  
MBA with a concentration in Information Technology Management  
MBA with a concentration in Marketing

### **University of Mary Hardin-Baylor (Belton, TX, USA)**

Full Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 3.2, 3.7 and 6.3.6.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 3.2: The business school recognizes the need for more formal processes for listening methods and tracking results thereof from additional stakeholders but has taken no action yet on doing so. Once they do, they will need at least three data points to satisfy this Criterion. Note on Criterion 3.7: The business school uses IDEA for current student feedback but needs input from all stakeholders. While several possibilities are available to them for determining student



satisfaction and dissatisfaction, they need to gather at least three data points for this criterion. Note on Criterion 6.3.6: Although the business school appreciates the input from the on-site visiting team, the school still needs to gather at least three data points to provide measure/indicators to display their enrollment management results on their website and satisfy CHEA requirements.

The following business programs at University of Mary Hardin-Baylor are accredited by the Accreditation Council for Business Schools and Programs:

BBA Accounting  
BBA Business Computer Information Systems  
BBA Economics  
BBA Finance  
BBA International Business  
BBA Management  
BBA Marketing  
BBA Multimedia and Information Technology  
BS Multimedia and Information Technology  
BA Multimedia and Information Technology  
MBA Master of Business Administration  
MSIS Master of Science in Information Systems

#### **United International University UIU (Dhanmondi, Dhaka, Bangladesh)**

Full Accreditation granted with no notes or conditions.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards.

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

Economics  
Bachelor of Business Administration (BBA) in AIS  
Bachelor of Business Administration (BBA)  
Marketing  
Accounting  
Human Resources Management  
Finance  
MBA Finance  
MBA HRM  
MBA Marketing  
MBA MIS

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## Decisions regarding reaffirmation of accreditation:

### **Bowie State University (Bowie, MD, USA)**

Full Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 3.4, 4.2, 5.5 and 6.1.7.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 3.4: The business unit will have a process 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. While the business unit evidenced student course feedback and Advisory Board Meetings minutes, there was minimal evidence of systematic approaches in place to use available data to formulate actions toward addressing student and key stakeholder satisfaction or dissatisfaction. An opportunity exists for the business unit to develop and implement systematic approaches to using constituent data to aid in planning educational programs. The College has begun incorporating data discussions into faculty meetings and has begun exploring data visualization software that will enable information to be more readily available. The Commission looks forward to reviewing in the next report how the college meets the requirements of Criterion 3.4. Criterion 4.2: ACBSP requires that business units identify trends by reporting, at a minimum, three successive sets of periodic assessment results and units should use comparative information and data both over time and with respect to benchmarks and intended outcomes. Bowie State's MBA program has identified multiple goals and has trended data over time, but many of the stated measures have not been updated to recent time periods. Some periods date to 2014. Bowie State has indicated that there is a change in culture and a recognition of an overarching plan design which satisfies all objectives, which the College of Business has been moving towards, and will preclude drastic shifts in assessment in future reporting. The Commission looks forward to reviewing in the next QA report evidence of the development a systematic process for the collection of assessment data for the MBA program, trended over time, and the use of benchmark data for analysis as required for the Criteria in Standard 4. Criterion 5.5: ACBSP considers all faculty (full-time and part-time) in the evaluation of the ability to effectively fulfill the business unit's mission of excellence in educating business students. Tables such as Figure 5.5 and Figure 5.6 should include both full time and adjunct faculty, including the evaluation of scholarship. The Commission looks forward to reviewing in the next report updated tables to reflect both full-time and adjunct faculty. Criterion 6.1.7: ACBSP requires that business programs provide evidence that ongoing educational programs and offerings are systematically tracked and regularly evaluated. While Bowie State follows the university policies for program assessment, these cycles can be over extended time periods (5 years) and are required of non-program accredited degrees as well as program accredited degrees. ACBSP requires that data collected across the standards systematically impact program improvement. The Commission looks forward to reviewing in the next report how Bowie State uses its data collection processes, to evaluate, take action, and document the results of the data collected in an effort to show that there is a continuous and systematic approach to improving learning.

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

Bachelor of Science Degree, Accounting concentration  
Bachelor of Science Degree, Finance concentration  
Bachelor of Science Degree, Economics concentration  
Bachelor of Science Degree, Marketing concentration  
Bachelor of Science Degree, Management concentration  
Bachelor of Science Degree, Entrepreneurship concentration  
Bachelor of Science Degree, General Business concentration  
Bachelor of Science Degree, Business Information Systems concentration  
Master of Business Administration

## **Clafin University (Orangeburg, SC, USA)**

Full Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Note on Criterion 6.1.3.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 6.1.3: The business school of Clafin University will benefit if all CPC credit hours are met. The present structure for Information Systems does not meet this requirement.

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

Bachelor of Science in Business Administration with Concentration in Accounting

Bachelor of Science in Business Administration with Concentration in Finance

Bachelor of Science in Business Administration with Open Minor

Bachelor of Science in Management

Bachelor of Science in Marketing

Bachelor of Science in Organizational Management

Master of Business Administration

## **Cumberland University (Lebanon, TN, USA)**

Full Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 4.4 and 5.8.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 4.4: The program must provide evidence of using assessment results for continuous improvement (e.g. improve curriculum, improved material, handouts, books, faculty development, change of faculty, improved contract management, records management, improving case studies, improve technology, improve interaction, innovative technology, digital classroom, etc.). While there is an approach for the measurement and analysis of student learning and performance, having an assessment program that is linked to using the results for continuous improvement will help the department improve its academic programs. The "Data Analysis" of each program primarily provided general statements for improvement such as: "will review topics; incorporate into final exam; encourage faculty to incorporate assessments; and make a more concerted effort to collect data." In addition, the Peregrine Exam has been used since 2012 however no specific evidence of improvement was provided. Note on Criterion 5.8: Faculty members must be actively involved in professional activities and the institution must demonstrate a reasonable balance of scholarly and professional activities by the faculty as a whole. Per Figure 5.6, no faculty have papers presented; 3 faculty have no activity; and only 2 faculty have a published article, manuscript, or books.

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

BBA in Accounting  
BBA in Business Administration  
BBA in Health Care Administration  
BBA in Management  
BBA in Marketing  
Master of Business Administration  
Associates of Arts in Business

### **Geneva College (Beaver Falls, PA, USA)**

Full Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 2.1, 3.3, 3.8, 4.1, 4.3, 5.3 and 6.1.3.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 2.1: The business unit has an opportunity for improvement to ensure alignment of the strategic plan with that of the University's plan through faculty, staff, and student awareness and involvement in continual review and updating. The business unit has an opportunity for improvement to include students, faculty, staff, and the advisory board in the structuring and monitoring of the unit's strategic plan. Note on Criterion 3.3: While the business unit has identified students and stakeholders, there is an opportunity to formalize its systematic process 'to review' the methods to listen and learn from students and all stakeholders. Note on Criterion 3.8: The business unit has an opportunity to present satisfaction or dissatisfaction trend data and graphs related to business students and programs for stakeholders (employers, graduate MBA students, alumni, etc.) and provide evidence that results are analyzed and actions are tracked in a "close the loop process." 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 and action taken. Note on Criterion 4.1: While the business unit has identified four goals for all undergraduate programs and three student learning outcomes for the MBA program, there is an opportunity for the business unit to develop "measurable" student learning outcomes (SLOs). In addition, the business unit has an opportunity to align performance measures (internal/external and formative/summative) with each one of the program SLOs for each major/concentration under review. A well-designed learning outcomes assessment plan will allow the business unit to measure, analyze, and track results in a timely manner as well as to identify strengths and opportunities for improvements. Note on Criterion 4.3: While the business unit has implemented and collected MFT-B data, there is an opportunity to request and analyze the comparative data available by MFT-B for all programs under review and provide evidence that improvement actions have been implemented and continuous testing and analysis (in close the loop cycle) have been implemented. Note on Criterion 5.3: The business unit programs do not meet the historically acceptable ACBSP criteria of 40 percent of the undergraduate credit hours in business and 70 percent of the graduate credit hours in business taught by academically qualified faculty. Currently, the undergraduate program has 24.7 percent with the graduate program at 58.5 percent. Hiring qualified faculty who are academically or professionally qualified may ensure that appropriate emphasis is placed on business theory and practice to meet business unit program objectives. Note on Criterion 6.1.3: There is an opportunity for the business unit to improve the program offerings in the Accounting major by adding more coverage of international business and to improve the offerings in the Sports Management major by including more coverage of Information Systems Management.

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

Associate in Business  
B.S.B.A – Business  
B.S. in Sport Management  
Master of Business Administration

### **Greensboro College (Greensboro, NC, USA)**

Full Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 4.1, 4.3 and 4.4.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 4.1: Development of learning outcomes and appropriate measures will strengthen the institution's assessment. Note on Criterion 4.3: Initial deployment with the new Peregrine product is commendable and maturing of this process will assure fulfillment of an effective assessment process. The board looks forward to future results and the ensuing improvements. Note on Criterion 4.4: Development of assessment methods for the three majors and two concentrations will assure fulfillment of an effective assessment process in Criterion 4.4. Specific assessment processes for each major will help to identify opportunities for improvement.

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

B.S. Business Administration and Economics  
B.S. Accounting  
B.B.A. Business Administration

### **Kwantlen Polytechnic University (Surrey, BC, Canada)**

Conditional Reaffirmation of Accreditation granted for four years with improvement opportunities in the following standards and criteria: Condition on Overview Item G; Notes on Criteria 1.2b, 1.2c, 3.1, 3.3, 3.4, 3.8, 4.2, 5.1, 5.5, 6.1.3 and 6.1.7.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 1.2.b: ACBSP requires that the business school or program should address the impacts on society of its program offerings, services, and operations. The business unit should explain how societal impacts are addressed and measured. The Commission looks forward to seeing compliance with this criterion in the next report. Note on Criterion 1.2.c: ACBSP requires that the business school or program should ensure ethical business and academic practices in all student and stakeholder transactions and interactions. Programs should explain how ethical business practices are ensured and explain how ethical academic practices are ensured. The visiting team noted that there was insufficient evidence of the impact on society of its program offerings, services, and operations. KPU is exploring is exploring the UN's PRME designation. The Commission looks forward to seeing compliance with this criterion in the next QAR. Note on Criterion 3.1: ACBSP requires that the business school or program must determine (or target) the student segments its educational programs will address. The visiting team noted that while the business unit has provided a breakdown of its current student population, there is no evidence that a clearly-defined segment was identified as the targeted population the business unit aims to serve. KPU has stated that it will endeavor to develop a stakeholder profile map to explicitly identify stakeholders and target population for programs which

includes metrics. The Commission looks forward to seeing compliance with this criterion in the next report. Note on Criterion 3.3: ACBSP requires that the business school or program periodically review listening and learning methods to keep them current with educational service needs and directions. The business unit has recognized this issue and will endeavor to develop a stakeholder profile map to explicitly identify stakeholders and target populations for programs which include metrics. The Commission looks forward to seeing compliance with this criterion in the next report. Note on Criterion 3.4: ACBSP requires that the business school or program have a process 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. The business unit should describe processes pertinent to this criterion and utilize Figure 3.1 found under the Evidence File tab (ACBSP Documents folder). The Commission looks forward to seeing compliance with this criterion in the next report. Note on Criterion 3.8: ACBSP requires that the business school or program present graphs or tables of assessment results pertinent to this standard. Assessment results should present Figure 3.2 and Figure 3.3 found in the Evidence File tab (ACBSP Documents folder). The Commission looks forward to seeing compliance with this criterion in the next report. Note on Criterion 4.2: ACBSP requires that the business school or program present graphs or tables of assessment results pertinent to this standard to identify trends. The business school or program should report, at a minimum, three successive sets of periodic assessment results. Results presented were inconsistent in time periods (not all had a minimum of three periods) and some measures did not complete the Results & Analysis cells or the Action/Improvement/Next Step cells for data presented. The Commission looks forward to seeing compliance with this criterion in the next report. Note on Criteria 5.1: ACBSP requires that business units have an HR plan that supports its strategy. The business unit has a strategic plan, but there is an opportunity to develop a Human Resource Plan for the Business School that clearly supports the Strategic Plan. There is also an opportunity to ensure that the HR plan aligns with the strategic plan goals. The Commission looks forward to review of the HR plan in the next report. Note on Criterion 5.5: ACBSP considers all faculty (full-time and part-time) in the evaluation of the ability to sufficiently fulfill the business unit's mission of excellence in educating business students. Tables such as Figure 5.5 and Figure 5.6 should include both full-time and adjunct faculty, including the evaluation of scholarship. The business unit has indicated some of the Figure 5.5 data, but not linked to specific faculty. If KPU can not report on specific faculty given the union or region policies, then KPU needs to explain how the functions deemed to be essential responsibilities of the faculty and staff are met by a preponderance of the full-time and part-time faculty. The Commission looks forward to reviewing updated tables to reflect both full-time and adjunct faculty in the next report. Note on Criterion 6.1.3: Undergraduate Common Professional Component (CPC) – The visiting team noted CPC matrix deficiencies in two areas: Information Systems and Business Policies. KPU's SoB is currently engaged in detailed work on Course Learning Outcomes to address gaps in the CPC matrix. The Commission looks forward to seeing compliance with this criterion in the next report. Note on Criterion 6.1.7: Education (Design and Delivery) Evaluation – ACBSP requires that the business school or program provides evidence that ongoing educational programs and offerings are systematically tracked and regularly evaluated using a table such as Figure 6.8, found under the Evidence File tab (ACBSP Documents folder). KPU has assessment results, but these are not for specific programs, but for the business school as a whole. The Commission looks forward to seeing compliance with this criterion in the next report.

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

- BBA in Entrepreneurial Leadership
- BBA in Accounting
- BBA Human Resource Management
- BBA Marketing Management
- Accounting
- Marketing
- Business Administration
- Business Management
- General Business Studies

## Northwest Nazarene University (Nampa, ID, USA)

Full Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Notes on Criteria 1.1c, 3.4, 4.1, 5.1 and 6.3.7.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 1.1.c: There is no information provided regarding the process or system for evaluating the performance of administrators although information is clear on the faculty evaluation process. Note on Criterion 3.4: It is not clear from the Self-Study and the Site Team Report what process is used to review information and how information available is used to inform planning, marketing, process improvements, and other outcomes. It is clear that information is gathered and distributed, but not so much what follows thereafter. The School is encouraged to articulate and deploy a systematic process for fulfilling this Criterion to support further positive outcomes possible from the gathered information. Note on Criterion 4.1: From the evidence provided, it is not clear how the learning outcomes are directed in terms of summative versus formative. This information as part of the Criterion can demonstrate an appropriate balance in emphasis from the outcomes. Further, the School is encouraged to re-examine all learning outcomes (stated as objectives in some cases) to ensure all are measurable. For example, how would an outcome that is framed as requiring an "understanding" of concepts be measured? It is possible to use different Bloom's verbs to address this and the Board encourages this examination to be done. Note on Criterion 5.1: Although there is a document that describes the HR processes and is a general overview of the entire system, it is not clear whether an analysis has been done, what projections exist for faculty retirements or other separations anticipated in the next five years, or how these will affect the funding and HR actions needed. The Board would look to the School to continue building its existing document to address these areas that are typical in a HR plan, and to continue to show connections between the HR planning and the strategic initiatives over a five-year or longer time span, as the School deems appropriate strategically. Note on Criterion 6.3.7: Even though the Business School does not control the implementation of Enrollment Management, there is an overall vested interest in ensuring the continuous quality improvement of the process since what is done in Enrollment Management can have a significant impact on the long-term success of the Business School. Business School stakeholders may have valuable input to meaningfully inform continuous improvement in Enrollment Management. The Business School can have a strong voice in the continuous improvement of processes and the Board encourages the School to identify and pursue opportunities to do so.

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

Bachelor of Science, Accounting  
Bachelor of Science, Business Administration  
Bachelor of Science, Financial Economics  
Bachelor of Arts, Global Business  
Bachelor of Science, Management  
Bachelor of Science, Marketing  
Minor in Accounting  
Minor in Business Administration  
Minor in Financial Economics  
Minor in Global Business  
Minor in Management  
Minor in Marketing  
Masters of Business Administration

## **Oakwood University (Huntsville, AL, USA)**

Full Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Notes in Criteria 5.3 and 5.5.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Note on Criterion 5.3: Per Table 5.4, the business unit currently has 34.49 percent of the undergraduate credit hours taught by academically qualified faculty. This was confirmed on site and the Chair plans to aggressively address this gap with replacing retiring faculty and future part-time faculty with academically qualified faculty. Historically, at least 40% of the undergraduate credit hours in business should be taught by academically qualified faculty. The board looks forward to seeing progress in the next report. Note on Criterion 5.5: The search for additional faculty is commendable and duly noted by the Commissioners of ACBSP. Appropriate faculty course loading appears to be an on-going concern. Progress should be reported in subsequent reports.

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

BS in Accounting

BS in Finance

BS in Management Information Systems

BS in Organizational Management

BBA with Concentrations in: Management, Marketing, Healthcare Administration, & Human Resource Management

## **Piedmont College (Demorest, GA, USA)**

Full Reaffirmation of Accreditation granted with no notes or conditions.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards.

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

B.S. in Business Administration with concentrations in Accounting, Data Science, Finance, Management, Marketing, and Hospitality & Tourism

Master in Business Administration (MBA)

## **Woodbury University (Burbank, CA, USA)**

Conditional Reaffirmation of Accreditation granted with improvement opportunities in the following standards and criteria: Condition on Overview Item G; Notes on Criteria 3.8, 4.2, 4.3, 5.1 and 6.1.2.c.

**Basis for final decision:** Performance expectations established by the programs are being met. The business programs meet the overall requirements of the six ACBSP standards. Condition on Overview Item G: ACBSP requires that the business unit must routinely provide reliable information to the public on its accredited program's performance, including student achievement, such as assessment results. A direct link to aggregate business student results should be placed on your business page website. While Woodbury provides links to aggregate results, these are not tied to specific accredited programs and some of the aggregate data is current. The Commission looks forward to seeing compliance with this criterion in the next report. Note on Criterion 3.8:



Woodbury is early in the process of systematic data collection and analysis. There are not yet three data points trended over time to identify trends. The Commission looks forward to reviewing evidence in the next report the development of a systematic process and the trending of data over time with analysis. Note on Criterion 4.2: ACBSP requires that business unit identifies trends by reporting, at a minimum, three successive sets of periodic assessment results for programs and the use of comparative information and data both over time and with respect to formative, summative, and benchmarks related to intended outcomes. Woodbury has systematic data for some learning outcomes for all programs, but it is early in this process for specific programs. Woodbury is planning to develop a systematic assessment process to collect outcome data and to expand measures. The Commission looks forward to reviewing in the next report evidence of the development a systematic process for the collection of assessment data, trended over time, and the use of formative, summative, and benchmark data for analysis. Note on Criterion 4.3: ACBSP requires that assessment plans should be designed to yield comparative information and data both over time and with respect to benchmarks and intended outcomes. Woodbury University has systematic data for some sources, such as NSSE, but this is not broken out for accredited programs. Woodbury is redesigning their assessment process to better align with ACBSP's guidelines in this regard. The Commission looks forward to reviewing in the next report evidence of the development a systematic process for the collection of assessment data, trended over time, and the use of formative, summative, and benchmark data for analysis. Note on Criterion 5.1: ACBSP requires that business units have an HR plan that supports its strategy. The business unit has a strategic plan, but there is an opportunity to develop a Human Resource Plan for the Business School that clearly supports the Strategic Plan. There is also an opportunity to ensure that the HR plan aligns with the strategic plan goals. Woodbury is planning to work on developing HR plan and aligning it with the school's strategic plan. The Commission looks forward in the next report to reviewing Woodbury's HR plan. Note on Criterion 6.1.2.c: The visiting team noted that not all syllabi seem to comply with the historical standards of the number of contact (or coverage) hours required to earn three (3) semester hours (four quarter hours) of credit. The business unit has noted that they will make sure that the minimum class contact hours information is clearly stated in the syllabi for all 7-week courses. The Commission looks forward in the next report to reviewing the method of compliance with this criterion.

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

Bachelor of Business Administration (BBA) Degree in Accounting  
Bachelor of Business Administration (BBA) Degree in Management  
Bachelor of Business Administration (BBA) Degree in Fashion Marketing  
Bachelor of Business Administration (BBA) Degree in Marketing  
Master of Business Administration (MBA)