

# SAMPLE Intermediate Review Committees

August 2017 Review Cycle (July 2017 IRC)

Personify: Accrediting

Management CRM/Orders Customers Reporting

**Visit - 9093**

Event: Evaluator Visit Assignment

**Event Info**

**Event Detail**

Visit Id: 9093 Visit Description:

Application Id: 73006-July 2017 IRC Visit Status Code: Confirmed

Approval Process: IRC Meeting AGICS Id:

Visit Start: 7/10/2017 Visit Cycle: IRC July

Visit End: 7/14/2017 Institution Level:

Task Id: 38993 Budget: 0

**Location**

Institution Customer: 00019590-0 Address: 750 First Street NE  
Suite 500  
Washington, DC 20002

Institution Name: Accrediting Council for Independent  
Colleges and Schools

**Institution Primary Contact**

Primary Contact:

Email Address:

Phone:

**ACICS Staff**

Staff Coordinator: Kalle Morrison

Comments: July 2017 IRC

Order Number:

Personify: Accrediting Co

Management CRM/Orders Customers Reporting

**Visit - 9093**

Event: Evaluator Visit Assignment

**Programs**

**Team Composition**

Add Delete INCOMPLETE Assign Status: Assigned

ID	Name	Role	CIP	Position	Type	Status	Email
00017698	Dr Billy S. Ferre	CH		Administrative	PUBLIC	ASSIGNED	Billy525@aol.co
00024001	Dr. Darlene A.	CH		Administrative	PUBLIC	ASSIGNED	dminore@mac.
00023377	Dr Ronald Tho	CH		Neither	Public	ASSIGNED	mosleyjudy@ch
00021376	Ms. DorothyKa	CH		Academic	MEMBER	ASSIGNED	ksellers@acis.
00276054	LaToya Boyd	STAFF				ASSIGNED	LBoyd@acis.or
00237592	Ms Cathy Kouk	ST_CO				ASSIGNED	ckouko@acis.

## RESUME

**Ronald Thomas Mosley**



### EDUCATION:

Graduate of Sardis High School  
June 1966

Graduate of Gadsden State Junior College  
May 1968, A.S. Degree in Business

Graduate of Jacksonville State University  
December 1970, B.S. Degree in Physical Education  
Minor in History

Graduate of Jacksonville State University  
May 1975, M.S. Degree in Guidance and Counseling

Graduate of University of Alabama – Birmingham  
August 1984, Ed.S. in School Counseling

Graduate of University of Alabama  
December 1990, Ed.D in Educational Administration

### SPECIAL CERTIFICATION

Received certification by the State of Alabama as a  
Licensed Professional Counselor - 1984

Received certification by the State of Alabama as a  
Licensed Professional Counselor Supervisor – 2007

**WORK EXPERIENCE:**

January 2007-present: Served at various times in part-time consulting and counseling activities with local Boards of Education, Dayspring Center for Christian Counseling, Resource Center for Technology, Veterans' Administration, and as an Independent Program Evaluator/Team Chair for the Accrediting Council for Independent Colleges and Schools (ACICS.)

August 2000 – September 1, 2006: Superintendent – Etowah County School System

Duties: Served as Chief Executive Officer of a public K-12 school System in Northeast Alabama. The System serves approximately 10,000 students in twenty-one schools with over 1,000 employees. Duties included, planning, organizing and directing all functions of the system. Major accomplishments include a \$36 million capital building program that included constructing five (5) new high schools, academic achievement scores that ranked in the top three (3) of all county school in Alabama and the implementation of programs that help maintain safe, clean and orderly schools that included School Resource Officers, Nurses, Social Workers and an Alternative High School.

January 1996 – May 2000: Program Coordinator – Darden Foundation, Gadsden, Alabama

Duties: Coordinated all program activities for the Foundation in a four (4) county area, involving evaluation, work adjustment and job placement of disabled consumers, supervised special projects with the State of Georgia Division of

Rehabilitative Services, Veteran Administration, Department Human Resources, private business and industry, and served as State of Alabama coordinator for NOCTI (National Occupational Competency Testing Institute).

January 1994 – January 1996: Alabama State Department of Education – State Specialist in Trade, Industrial and Technology Education, Montgomery, Alabama

Duties: Plan, coordinate and direct the work of district specialists, curriculum specialists, student organization director, printer and office personnel. Assist in directing and coordinating review teams. Recommend action concerning state office and field office budgets, make recommendations to State Director pertaining to Trade, Industrial, and Technology Education. Interpret to local Boards of Education and other state laws relative to Trade, Industrial and Technology Education.

April 1991 – January 1994: Alabama State Department of Education, Division of Rehabilitation Services. Vocational Director, Darden Rehabilitation, Gadsden, Alabama

Duties: Coordinate client services, coordinate all activities involving evaluation and work adjustment counselors, coordinate community services, conducted inservices, conduct staff development and appraisals and develop new procedures and activities.

August 1989 – April 1991: Alabama State Department of Education, District Specialist in Trade, Industrial and Technology Education, Northeast, Alabama

Duties: Provide technical assistance to Local Boards of Education, on-site evaluation and monitoring of programs, curriculum and instructional materials development, personnel

and leadership development, District VICA Advisor and monitoring and technical assistance of Special Needs Projects.

August 1988 – August 1989: Vocational Director - Etowah County School System, Attalla, Alabama

Duties: Serve as principal of the Area Vocational School, prepare the vocational budget, work with agribusiness, home economics and business education units at six (6) high schools, promote vocational education to the local business and industry and regulate all vocational activities in the school system.

September 1985 – August 1988: Vocational Counselor/ Assistant Principal – Etowah County Vocational School

Duties: Counseling with added administrative duties including supervision of Special Vocational Programs, assisting with the day-to-day operations of the school and teacher evaluations.

June 1982 – September 1985: Vocational Counselor, Etowah County Vocational School

Duties: Organize and supervise a comprehensive guidance and counseling assessment, and career information program at the school. Additional duties: Recruitment of students to the area vocational school.

September 1978 – June 1982: Trade and Industrial Education Coordinator at Sardis High School, West End High School and Etowah County Vocational School

Duties: Organize, supervise and coordinate a cooperative education program in three (3) schools and served as VICA Advisor for the local club.

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Ronald T. Mosley  
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September 1974 – June 1978: Guidance Counselor at West End High School, Walnut Grove, Alabama

Duties: Provide guidance and counseling for Grades 7-12.  
Additional duties: Head Track Coach and S.G.A. Advisor.

September 1971 – June 1974: Secondary Education Teacher at Sardis High School, Boaz, Alabama

Duties: One year - Social Studies Teacher, two (2) years - Physical Education Teacher. Additional duties: One year – Head Basketball Coach, three (3) years – Head Track Coach, one year – Head Baseball Coach, three (3) years – Assistant Varsity Football Coach.

January – June 1971: Elementary teacher at Carlisle Elementary School, Boaz, Alabama

Duties: Fourth and Fifth Grade Teacher – Reading, Math, and Physical Education.

March 2017 Review

Screen Tasks **Visit - 8994**

What do you want to do?

**Event** Evaluator Visit Assignment

**Event Info**

**Event Detail**

Visit Id: 8994 Visit: [dropdown]

Application Id: 57688-IRC- March Visit Status Code: **losed**

Approval: IRC Meeting ACICS Id:

Visit Start: 3/6/2017 Visit Cycle: IRC March

Visit End: 3/10/2017 Institution:

Task Id: 33527 Budget: 0

**Location**

Institution: 00019560-0 Address: 750 First Street NE  
Suite 980  
Washington, DC 20002

Institution Name: Accrediting Council for Independent Colleges and Schools

**Institution Primary Contact**

Primary: [redacted]

Email Address: [redacted]

Phone: [redacted]

**ACICS Staff**

Staff: Maurice Wadlington

Comments:

Order Number:

Personality: Accrediting Council of Independent C and S

Recent Items Application Approval Management CRM/Orders Customers Reporting

ACICS Coordinator [No Batch Opened]

Screen Tasks **Visit - 8994**

What do you want to do?

Evaluators / Customers

Evaluators / Customers

**Event** Evaluator Visit Assignment

**Programs**

**Team Composition**

Add Delete **INCOMPLETE** Assign Assigned

ID	Name	Role	C Position	Type	Status	Email
00020413	Dr. Fawzi Ben Messaoud	CH	Academic	PUBLIC	ASSIGNE	fawz.be
00020629	Ms. Pamela K. Bennett	CH	Academic	PUBLIC	ASSIGNE	bennett
00014407	Dr. Lonnie Echtermacht	CH	Neither	PUBLIC	ASSIGNE	echtam
00017698	Dr. Billy S. Ferrell	CH	Administrative	PUBLIC	ASSIGNE	billyszs
00019860	Dr. Robert Palmatier	CH	Administrative	PUBLIC	ASSIGNE	bobpal
00015809	Ms. Susan Mago	CH	Administrative	MEMBER	ASSIGNE	susanlm
00016375	Mr. Edson Hernandez	CH	Administrative	PUBLIC	ASSIGNE	hernaed

**Program Assignment**

Evaluator	Role	CIP	Program	Level
Mr. Roger J. Williams	Staff Coordinator			
Mr Maurice Wadlington	Staff Coordinator			
Mr Steven Gelfound	Staff Coordinator			
Dr. Fawzi Ben Messaoud	Chair			

**Evaluator Info**

School	Visit	Start	End	Visit ID	Staff
Mr. Roger J. Will	IRC- March	03/06/2017	03/10/2017	8994	MWADLINGTON

# Fawzi BenMessaoud, Ph.D.

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**Objective:** To apply my organizational, administrative, analytical, business intelligence, higher education expertise, and e-learning skills to your organization's operations and support functions in an academic position.

## CORE COMPETENCIES:

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- Project Management
- Software Development
- Risk Assessment
- Change Management
- Technology Integration
- Systems Architecture
- Curriculum and Product Development
- Regulatory and Compliance
- Strategic Business Planning
- Business Intelligence
- Data Analytics
- Accomplished Spokesperson

## EXPERIENCE:

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**June 2013 to Present** **Indiana University & Purdue University (IUPUI)**  
**School of Informatics and Computing** **Indianapolis, IN**  
**Faculty (Online and On Ground)**

- Human-Computer Interaction and Informatics courses.

**June 2013 to June 2016** **Campus Performance & Intrallect, Carmel, IN**  
**Chief Learning Officer**

- Design and develop Educational Technology systems.
- Implement Instructional Technology integration and oversees all content creation and development teams from 4 to 5 different countries.

**October 2011 to May 2013** **Wonderlic, Inc.** **Vernon Hill, IL**  
**Senior Director, Learning and Technology**

- Direct internal and external teams to design and develop content, including interactive learning and assessment materials.
- Direct and develop academic technology solutions and design learning and assessment systems.

**July 2009 to July 2011** **Corinthian Colleges, Inc.** **Santa Ana, CA**  
**AVP of Curriculum Design and Instructions**

- Direct several teams of Instructional Designers (IDs), Subject Matter Experts (SMEs), Technology Integrators, and courseware authors while working with publishers and hardware/software vendors on the delivery of instructional development and instructional technology services for all 122 online and on ground Corinthian schools.
- Manage a multi-million dollars budget to design and implement content development in the area of Business, Information Technology, Health Sciences, Criminal Justice, and Paralegal programs.
- Manage and track over 80 million dollars contracts with major global publishers.
- Research, select, and integrate Academic and Instructional Technologies for all programs online and on ground.
- Maintain industry knowledge, expertise, and curriculum compliance materials with professional associations and accreditation agencies both state and national.
- Design and develop Academic Affairs and Operations training for deans, chairs, and faculty.

**August 2008 to June 2009**

**Chancellor University**

**Cleveland, OH**

**Director of Curriculum Design and Development**

- Direct the design, development, and delivery of instructional strategies, course materials, assessment techniques, appropriate integration of instructional technologies and best practices in all online and on ground programs.
  - Worked directly with Jack Welsh and designed the Jack Welsh MBA program
- Support the instructional design and delivery for all faculties teaching online and provide materials for their training and the selection of electronic delivery methods, use of instructional software, and effective leveraging of the institution's Learning Course Management System.
- Research and implement curriculum best practices, instructional resources, instructional technologies and hardware/software to support teaching and learning for on ground and online programs.
- Design, develop, and deliver workshops and online training to faculty and staff in the use of instructional technologies, instructional and pedagogical design, and educational best practices.

**July 2007 to August 2008**

**Education Corporation of America**

**Birmingham, AL**

**SVP of Academic Affairs, Chief Academic Officer**

- Directs the necessary procedures and works with all college presidents to provide leadership and corporate support on business and academic operational and strategic planning, instructional programs and resources allocation, and the campuses overall P&L responsibilities, budgeting, and forecasting.
  - Performed an instructional cost analysis and scheduling optimization that reduced the number of sections by 28% and ensured remaining on target for a positive EBITDA.
  - Worked with Marketing, Admissions, and Career Services and designed a standard product knowledge outline then developed a prototype that meets the different target audiences and could be used by Education, Admissions, and Career Services.
  - Created the scheduling process and data flow to interface the administrative system (CampusVue) with the scheduling software application (Astra) resulting in an efficient process and routines to optimize the use of facility, equipments, and faculties and significantly reduce the instructional cost.
  - Created a comprehensive matrix identifying all the academic affairs processes and procedures for deans and program directors and mapped them to the business functions and reports in the company's administrative system. This "Deaning Matrix" resulted in increased efficiency and created the framework for specialized deans and program directors training, monitoring, and measuring.
- Prepares and administers the necessary procedures to ensure compliance with all appropriate accreditation, federal, state and institutional policies and regulations.
- Develops and implements plans for programs and curriculum offerings, students' and faculty's support and satisfaction programs for all schools in the ECA system.
- Direct all other academic affairs operational monitoring and training for all schools using the corporate Performance Support Systems.
- Direct the design and development of new programs and ensures the sourcing and outsourcing of courseware and all instructional materials by managing relations with all vendors involved in the curriculum design and development.
- Design and implement the Academic Affairs policies and operational processes and procedure and work with the Executive team on corporate strategy and planning.

**June 97- June 2007**

**ITT ESI**

**Indianapolis, IN.**

**Corporate Manager of Curriculum (August 2003 to June 2007)**

- Design and develop new programs online and onsite at the associate, bachelor, and masters levels and manage and direct the revision and update of curriculum in Business, Criminal Justice, and Information Security.
  - Designed and developed an Information System Security program and mapped its content to the NSA Information Security Assurance standards. Program was approved by the NSA CNSS in April 2007.
  - Constructed learning activities and integrated lab simulation to deliver Information Security System courses online. This project was selected among top 101 Best Practices in Integrating Technology with Higher Education for 2005 by *Campus Technology* magazine.
- Manage curriculum development projects with publishers and oversees courseware and content depth, rigor, and instructional design with subject matter experts, editors, and instructional designers.
- Develop and manage business relations and business exchanges with major hardware and software vendors and providers in addition to publishers.
- Create and present program knowledge and curriculum implementation guides to all colleges including the online school and coordinate with various departments at the corporate office on product knowledge and curriculum implementation concerning academic affairs, regulatory, compliance, and accreditation.
- Conducted data analysis using Cognos BI tools to compile and generate intelligent reports identifying courses and programs' performance levels and set up intelligent queries for indicators and the flagging of issues, problems, and opportunities.

**Dean of Academic Affairs** (March 2002 to August 2003)

- Conducted new and reentry student orientations and worked with the admissions to track and follow-up with no-show and advise missing students.
  - Managed directors of Admissions, Education, Financial Aid, and Career Services and brought them to work together cohesively to achieve more than 50% increase in enrollment and move from the worst classified campus in the region to the number one spot in retention and students' satisfaction.
  - Designed and initiated a re-entry program where Admissions, Education, Financial Aid, and Career Services worked together and exceeded the re-entry budget by more than 62%. This reentry program was recognized as a best practice among best of the best by the corporate office.
  - Created and implemented an electronic process to audit student enrollment and financial aid paperwork and track students at risk and manage attrition. The process resulted in helping the campus achieve the number one position in the region.
- Manage and direct all the academic and administrative functions of the academic affairs department.
- Schedule and conduct all the faculty professional development activities including in-services, workshops, and training sessions.
- Hire, train, and manage over 65 faculty members and staff.
- Conduct and monitor all the students' advising including academic and administrative.
- Manage the overall curriculum implementation of all the programs.
- Monitor and maintain the school's education budget, cost analysis, and forecasting of the academic affairs department.
- Develop and maintain the school's master schedule.
- Schedule and monitor the acquisition and usage of instructional resources and facility equipment used in the classrooms including computer, drafting, and electronics labs.

**IT Program Chair** (June 2001 to March 2002)

- Hire and train the IT faculty and provide them with academic and administrative support.
- Supervise the curriculum implementation of the four IT programs.
- Act as the liaison between the faculty, students, and administrative and provide academic advising.
- Monitor the campus' network and assist in the administration, distribution, troubleshooting, and resolution of network problems and performance issues.

**Academic Affairs Manager & IT (April 1999 to June 2001)**

- Manage and direct the implementation and assessment of educational programs for all 69 colleges and provide guidance and direction in all academic affairs, IT, and curriculum development.
- Assures Academic Affairs provides guidance and input to meet accreditation and regulatory standards and monitors the development and implementation of all programs to ensure academic standards are met by instructional staff on each campus.
- Design, develop, and implement corporate-wide instructional and academic affairs programs and training for deans, chairs, and faculty members to promote professional development and instructional skills.
- Conduct data analysis and gather feedback and input from all deans and directors of all 69 colleges to generate shared knowledge and best practices and communicate accountabilities and performance presented to the Operating Committee.
- Develop and conduct periodic progress reviews and on-campus visits to evaluate needs and issues of the Academic Affairs department in each campus and assure academic performance is monitored and corrective actions applied as needed.
- Assist all college directors in resolving Academic Affairs, implementation issues and resolving problems pertaining to instructional equipment, resources, student retention, and academic performance.
- Manage and direct the implementation and rollout of the CISCO academy program.
- Organize and deliver the CISCO academy training of all ITT CCNA instructors.
- Conduct the proof of concept on wireless technology for WAN & LAN applications working with different vendors including CISCO, Dell, and Compaq using their donated and evaluation equipment.
- Analyze all the hardware and software issues and problems from all colleges and direct the recommendations and resolutions. Report directly to the Operating Committee.
- Conduct PERT, linear regression, decision tree, and simple statistical and real dollar analysis.
- Prepare and present oral and written data analysis, recommendations, and proposals to corporate executives and the operating committee.

**Information Technology Education Specialist (May 1998 to April 1999)**

- Manage the implementation of all IT programs, including Computer Network Systems, Multi-media, Web Design, and Software Application and Programming programs for 69 Campuses in 28 states.
- Travels to various states to setup LANs and configure computer labs based on various programs.
- Design curriculum, schedule and Conduct IT training including networking essentials and troubleshooting for all 69-college directors, deans, and IT supervisors.
- Coordinate all IT related functions of the corporate departments involved in the IT programs including MIS and Network Services and report to the senior vice president of operations.
- Coordinate with the MIS department in the design, configuration, and setup of added campus LANs.
- Developed and tested a multi-platform of Linux, Novell, NT, and Dos on a removable hard drive for various academic programs that resulted in huge cost savings for the company.

- Designed and performed a proof of concept on a new network design for the rollout of Pinnacle systems for 69 colleges that resulted in increasing performance by 75% and significantly reducing the cost.
- Maintained the Pinnacle servers for all 69 colleges using remote access and PCAnywhere with TCP/IP to troubleshoot all colleges and maintain the integrity of their databases.

**Education Supervisor** (December 1997 to May 1998)

- Supervise all the academic and administrative operations of the CAD and Electronics Education Departments.
- Hire, train, and supervise up to 30 Instructors and Lab Assistants
- Conduct student advising and solve problems and issues between students, Instructors, and the Administration.
- Observe instructors during class to perform yearly and quarterly evaluation.

**Computer/Electronics Instructor** (June 1997 to December 1997)

- Taught Microprocessors and Industrial Applications.
- Microcomputers Applications.
- Integrated Circuits and Digital Electronics.

**August 1991 - June 1997      Univ. of Mary Hardin-Baylor      Belton, TX.**  
**Computer Science Adjunct Instructor**

- Taught Visual C++, COBOL, Computer Science & Info Systems, Advanced Micro Applications using MS-Excel, Word, & Access.
- Management Information Systems, Business Application Development, Operating Systems.
- MS-Windows, Windows NT, MS-Office (Excel, Word, PowerPoint, Access), Technical Solutions and Personal Productivity, Advanced Concepts & Techniques in Lotus 1-2-3, dBase III & dBase IV, WordPerfect.
- Taught Managerial Applications on microcomputers and Oracle.
- Conducted in house corporate training in Advanced Concepts and Techniques in spreadsheet applications and database concepts using MS-office & Oracle.

**August 1995 - June 1997      Central Texas College      Killeen, TX.**  
**CBI Developer**

- Design and develop courseware and curriculums for online courses in Computer Interactive Systems used by the military for distant education.
- Integrate the graphic design and use of visuals into interactive learning courseware.
- Select final objectives, layout, and format of the online curriculum and train faculty members in the delivery of the distant education courses.
- Work with the programming team to ensure sound instructional design and appropriate pedagogical methods are implemented.

**May 1990 - April 1996      ACE Fence      Killeen, TX.**  
**Database Administrator**

- Custom designed, programmed, and maintained the company's database management system using dBase.
- Analyzed and troubleshot DBMS problems and design and conduct user trainings.
- Provided and implemented hardware configuration, system maintenance, and support.
- Designed and maintained spreadsheet workbooks using MS-Excel for sales, forecast, and financial statements used by accounting.

**May 1987 - October 1990      Goldman Enterprises      Killeen, TX.**

### **Area Supervisor**

- Coordinated and directed the financial operations and all other related support functions of the centers in shopping malls. Planned and organized promotional and community events. Assisted the home office in analyzing and solving problems dealing with business growth and customer satisfaction and service.

### **EDUCATION:**

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#### **Ph.D. School of Business and Technology, Capella University 2007**

- Dissertation "Rise of Intelligent Organization: Using BI Tools to Build Intelligent Knowledge Capital."

Major: Information Technology

Support Area: Knowledge Management and Business Intelligence

#### **1989 – 1991 Univ. of Mary Hardin-Baylor Belton, TX**

- MBA, University of Mary Hardin-Baylor, Belton, Texas with emphasis on Information Management Systems.

#### **1983 – 1987 Wayland Baptist University Plainview, TX**

- Bachelor of Science degree in Computer Information Technology,
- Associate Degree in Electronics Engineering Technology.
- Deans List of Honor 5 out of 8 semesters at College.
- Outstanding College Students of America.
- Initiated and directed an International Students Fellowship program that became a regular university program.

### **OTHER ACCOMPLISHMENTS:**

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- Serves as a team chair of accreditation evaluation for ACICS in Washington DC.
- Serve on the Intermediate Review Committee (IRC) for ACICS in Washington DC.
- ACICS evaluator with over 80 school evaluations and accreditation visits at all levels.
- Selected by the Federal Bureau of Investigation, completed the selection process successfully and was offered an FBI Special Agent position in Counter Intelligence.
- Received employee of the month award twice in one-year period and was nominated employee of the year.
- Induced to Who's Who among America's Teachers for 2002.
- Coordinated and assisted in the development of church programs for inner city Chicago.
- Induced to Who's Who in Leading American Executives for 1992/1993.
- In addition to English, read, speak, and write fluent French and Arabic.
- Member of PMI, IEEE Computer Society, ACM, and Computer Security Institution (CSI).

### **COMPUTER SKILLS:**

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- Proficient in Cognos BI tools and QIQ
- Proficient in Windows, MS-Office (Excel, Access, Word, PowerPoint), dBase, MINITAB, SPSS, ORACLE, and other applications software.
- Proficient in Internet, Intranet, WAN and LAN design and deployment.
- WI-FI and Wireless Technologies
- Network Security and Risk Mitigation
- Computer programming in dBase, COBOL, C++.

- Completed the CISCO CCAI academy training with a 97 average.
- MCT certified, in the process of completing CISSP and PMP.

## **PUBLICATIONS AND PRESENTATIONS**

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- BenMessaoud F. (July, 2015). ICT-BDCS 2015--InfoComm Technologies: Big Data, Cloud and Security. Global Science and Technology Forum 6<sup>th</sup> Annual International Conference, Singapore.
- BenMessaoud, F., MacDorman, K. F. & Gadde, P. (2015). *Integrating business intelligence to manage campus operations, improve performance, and master outcomes*. In S. Carliner, C. Fulford & N. Ostashewski (Eds.), *Proceedings of EdMedia: 2015 World Conference on Educational Media and Technology 2015* (p. 617). Association for the Advancement of Computing in Education (AACE), Montreal, Canada.
- BenMessaoud F. (2015). *Using Active Learning Pedagogy and the KDKA Instructional Design Model in Curriculum Development*. Career Education Review, October 2015, Section I, p29.
- BenMessaoud, F., & MacDorman, K. F. (2013). *Focus on learning not teaching: Using intelligent learning systems to master retention and outcomes*. Accrediting Council for Independent Colleges and Schools. November 7-9, 2013. Jacksonville, Florida.
- BenMessaoud F. (June, 2011). *Using Touch Technology to Build Interactive Learning and Teaching activities*. ED-MEDIA 2011--World Conference on Educational Multimedia, Hypermedia & Telecommunications, Lisbon, Portugal.
- BenMessaoud F. (March, 2011). *Technology in Interactive Learning and Teaching*. Global Learn Asia Pacific 2011--Global Conference on Learning and Technology, Melbourne, Australia.
- BenMessaoud F. (June, 2010). *Educational Technology Integration and Interactive Learning*. ED-MEDIA 2010--World Conference on Educational Multimedia, Hypermedia & Telecommunications, Toronto, Canada.
- BenMessaoud F. (June, 2009). *Instructional Technology for 21st Century learners*. ED-MEDIA 2010--World Conference on Educational Multimedia, Hypermedia & Telecommunications, Waikiki, Hawaii.
- BenMessaoud F. (October, 2009). *Building Sustainable Online Content*. E-Learn 2009--World Conference on E-Learning in Corporate, Government, Healthcare, and Higher Education, Vancouver, Canada.
- BenMessaoud F. (October, 2009). *KDKA a 21st Century e-learning Model*. E-Learn 2009--World Conference on E-Learning in Corporate, Government, Healthcare, and Higher Education, Vancouver, Canada.
- BenMessaoud F. & Squires J. (June, 2008). *Exploring Virtual Worlds as a Method for Delivering Online Education*. 2008 World Educational Media Conference, Vienna, Austria.
- BenMessaoud F. (June, 2007). *Rise of Intelligent Organization: Using BI Tools to build Intelligent Knowledge Capital*. IEEE EIT 2007 International Conference, Chicago, Illinois.

# SUSAN MAGO



## PROFESSIONAL EXPERIENCE

Regional Director      Minnesota School of Business/Globe University      Woodbury, MN  
Operations

2008 – present

Accountable for overall operations of six campuses within the Minnesota School of Business/Globe University network including admissions, academic services, academic delivery, financial aid, and career services

Experienced accreditation evaluator, team chair, and member of Intermediate Review Committee for the Accrediting Council for Independent Colleges and Schools (ACICS) for over fifteen years

Campus Director      Minnesota School of Business      Blaine, MN  
2007 – 2008/2013 - present

- Supervision and mentoring of campus leadership team
- Staffing of start-up campus
- Accountable for all areas of operations
- Serve on faculty committees and business advisory boards
- Accreditation evaluator, team chair, and member of Intermediate Review Committee for the Accrediting Council for Independent Colleges and Schools (ACICS)

Campus Director      Minnesota School of Business      Brooklyn Center, MN  
1995 - 2007

- Supervision and mentoring of campus leadership team
- Accountable for all areas of operations
- Serve on faculty committees and business advisory boards

## EDUCATION

PhD Doctoral Candidate      University of Minnesota      Minneapolis, MN

Current status: A.B.D. (Dissertation stage)

Program: Work and Human Resource Education

Department: Organizational Leadership & Policy Development

College: Education and Human Development

BS in Education      University of Minnesota      Minneapolis, MN

## Resume

### Dr. Robert (Bob) Palmatier



A dynamic accomplished educational professional with a demonstrated record of building and developing curriculum and academic programs. A strategic, tactical leader and acknowledged catalyst for educational improvements and managing students. Specific expertise in teaching, managing faculty, curriculum, coaching and learning development, problem solving, and resolution.

#### EXPERIENCE

Warren Allen: Educational Services LLC, Frederiksted, USVI, 2007-Present

CEO/Owner- Company providing educational services to colleges and accrediting agencies.

Fortis Institute, Birmingham, AL 2009-2012

Academic Dean - Responsible for management of all educational services at 700+ student career colleges.

Virginia College and Education Corporation of America, Birmingham, AL 2002-2005

Vice President, External Relations(ECA)- Developed curriculum for instructional programs at all campuses, including development of accreditation applications and implementation plans, and participated as member of compliance and quality control team.

Campus President (VC)- manager of 2,300 student main campus including financial planning and monitoring, academic programs, admissions, support services.

Corporate Director of Career Service (VC) - Planning and Placement (VC). Charged with development and coordination of policy and programs for all career services, career planning, placement, and employer and graduate support.

Corporate Director of Institutional Effectiveness and Resource (VC)s- Responsibility for providing support and guidance in effective use and organization of institutional resources.

Board of Education, Birmingham, AL 1981-2001

Principal of Glen Iris Elementary School -Served students in grades K-5. School grew from 450 to 750 students during tenure. Program serves as observation and participation site for teacher education students from three colleges. Recognition received for outstanding programs in community education, partners in education, and Reading Recovery. State rating moved from Caution to Clear.

Manager, Division for Instruction - Responsibilities included program development and implementation, monitoring of instructional programs, and in-service education for professional staff for 30,000 students. Assignments involve all grade levels K-12. One of seven members of Superintendent's Cabinet having responsibility for direct supervision of schools.

Principal Banks High School - Oversaw an academic alternative program focused upon international studies open by admission only to residents in the city of Birmingham. Responsibilities included development of recruitment program, curriculum modification, staff reorientation and public relations along with general management of staff and physical plant operation.

Program Specialist - Coordinated system-wide developmental and remedial reading for grades K-12 and administration of Chapter I compensatory component.

Northwestern State University, Natchitoches, LA 1977-1981

Professor of Elementary Education- Served as Graduate Coordinator, Grant Project Director, Graduate Council Member and Liaison with public school projects and state department of education. Successfully chaired effort to remove “probationary” status from doctoral program accreditation.

University of Georgia, Athens, GA 1968-1977

Associate Professor of Reading Education- Served as Grant Project Director, Conference Coordinator, and Graduate Faculty Member. Proposed and established the Student Learning Improvement Center, and established demonstration program in secondary and adult reading.

## **EDUCATION**

University of Alabama, Birmingham, AL

Post Doctoral Work Educational Administration, 1983-1984

Northwestern State University, Natchitoches, LA.

Post Doctoral Work Educational Supervision, 1979-1981

Syracuse University, Syracuse, NY

Ph.D Reading Education; Minors: Psychology, Special Education, 1968

Syracuse University, Syracuse, NY

MA Remedial Reading, 1968

Houghton College, Houghton, NY

BA History; Minors: Education, Psychology, 1961

## **ORGANIZATIONS**

Accrediting Council of Independent Colleges and Schools (ACICS), Washington D.C. 2001- Present  
Evaluator and Team Chair- Serve as an evaluator for ACICS. Evaluated over 100 locations/ covering computer networking, online/distance education, and business programs.

AIDS Alabama, Birmingham, AL 2007 to 20013

President of Board of Directors - Served in all Board officer positions for non-profit agency operating as fiscal agent for state and federal funds serving HIV/AIDS clients, with \$8,000.000 budget

Caribbean Museum Center for Arts, Inc., Frederiksted, USVI 2014-present

Member of membership committee and art exhibit installer

## **CERTIFICATIONS**

Alabama Rank A Elementary Secondary Teacher; Grades N-12 Reading  
Alabama Rank A Supervisor; Grades N-12 Reading  
Alabama Rank 1 Superintendent; Grades N-12 (includes N-12 Principal)

## **PUBLICATIONS**

Articles in National Level Journals .....	26
Articles in State Level Journals.....	3
Chapters in Books.....	5
Monographs.....	22
Books.....	2
Tests.....	1
Project Evaluation Reports.....	2
Miscellaneous.....	6

## **AWARDS AND OFFICES HELD**

Awarded a Certificate of Recognition for Outstanding Educational Leadership and Community Service by Senator Roger Smitherman, District 16, Jefferson County, February 2002.

Received Resolution from Birmingham City Council in recognition of achievements during 20 years in the employment of Birmingham Public Schools, January 2002

Elected Area Coordinator for Phi Delta Kappa Chapters in North Alabama, 2000, 2002.

Elected President of Greater Birmingham Chapter of Phi Delta Kappa, 2000.

Honored as winner of Principal's competition for new partners by the Partners in Education Advisory Board, Birmingham City Schools, 2000.

Elected Vice President for Programs of Greater Birmingham Chapter of Phi Delta Kappa, 1999.

Cited for contributions to community education by resolution of the Birmingham City Council, 1999.

Honored as Principal of the Year by the Alabama Community Education Association, 1999.

Appointed to the Partners in Education Advisory Board of Birmingham City Schools, 1998.

Elected Newsletter Editor of Greater Birmingham Chapter of Phi Delta Kappa, 1997.

Elected to Superintendent's Advisory Committee for Birmingham City Schools, 1998.

Elected to Area III of Birmingham City School System Principals' Leadership Committee, 1998.

Elected President-elect of Birmingham Principals' Association, 1989.

Appointed to Executive Board of Birmingham Principals' Association, 1988.

Appointed as reviewer for Journal of Reading. publication of the International Reading Association, 1988-91.

Selected for membership on Birmingham News Advisory Board, 1987.

Selected as Southeastern Regional Facilitator/Disseminator for National Association for Foreign Student Affairs, 1986.

Elected as Area III Secondary Representative to Superintendent's Principal Forum, Birmingham City Schools, 1985.

Appointed to Steering Committee for Ninth Southeastern Regional International Reading Association Conference, 1982-83.

Appointed to Governor's Council for Quality Education in LA, 1981.

Appointed Chairman of Graduate Admissions and Retention Committee, Department of Elementary Education, Northwestern State University, 1978-80.

Appointed Chairman of Subcommittee for Development of Graduate Faculty Appointment Guidelines and Procedures, Graduate Council, Northwestern State University, 1979-80.

Appointment to Graduate Council, Northwestern State University, 1979-80

Elected President of LA College Teachers of Reading Association, 1979.

Appointed to Research Proposal Review Committee for Annual International Reading Conference

Program, 1978, 1979.  
Elected Chairman of LA State Literacy Council, 1978-80.  
Elected to Phi Delta Kappa, 1978.  
Elected President of GA Council of Reading Professors, 1977.  
Appointed to Research Committee of the GA Council of International Reading Association, 1976-77.  
Elected to Phi Kappa Phi, 1976.  
Listed in first edition of Who's Who Biographical Record-Child Development Professionals. 1976.  
Appointed to Editorial Review Committee of the National Reading Conference Annual Yearbook. 1975.  
Appointed Editor of Epistle ~ the publication forum of the Professors of Reading Teacher Educators Special Interest Group of the International Reading Association, 1975.  
Elected President of Northeast GA Council of the International Reading Association, 1974-75.  
Elected to Chairmanship of Faculty Admissions Committee, University of GA, 1974.  
Listed in the first edition of The Compendium "...an international biographical index of persons of eminence in exceptional education.", 1974.  
Listed in seventh and eighth editions of Personalities of the South. 1974 and 1977.  
Elected to Faculty Admission Committee, University of GA, 1983.  
Elected Vice-president of Northeast GA council of International Reading Association, 1973-74.  
Elected Chairman of Professors of Reading Teacher Educators Special Interest Group of the International Reading Association, 1973, 1974, 1975, 1976, 1977, 1978.  
Nominated by University of GA College of Education for Outstanding Young Educator Award by Athens Rotary Club, 1973.  
Invited to Membership in International Platform Association, 1972.  
Elected Treasurer of Southeastern Regional Secondary Reading Special Interest Group of the International Reading Association, 1972-73.  
Listed in eighth edition of Dictionary of International Biography, 1971.

## **OTHER PROFESSIONAL ACTIVITIES**

Workshop Presenter, Birmingham Area Regional Inservice Center  
Workshop Presenter, Montgomery County Principal's Academy, Montgomery, AL  
Workshop Presenter, Center Street Middle School Staff Development, Birmingham, AL  
Delegate to 2000 Regional Legislative Assembly of Phi Delta Kappa in Savannah, GA.  
Trained in Strategic Planning Process by Cambridge & Associates of Montgomery, AL  
Trained in Effective Schools Process and experienced four years of implementation at the elementary school level.  
Member of system-wide technology committee for Birmingham City Schools from 1996-2001.  
Coordinated Program planning for the 1996 Stanford Achievement Test Score Improvement Workshop for all certificated staff in the Birmingham School System.  
Attended Great City Schools Seminar on Raising Academic Standards in Chicago, Illinois.  
School System Representative to Summer Compact Institute at Chesapeake Bay-Aspen Institute, Annapolis, MD  
Member of Evaluation Team for Compact Project in Pueblo, CO  
Certified in Curriculum Audit School System Evaluation Process through five day training course in Albuquerque, NM  
Coordinated specification and planning process, including an architectural design competition, for the Oxmoor School, Birmingham, AL  
Planned and performed in Stanford Achievement Test Preparation video series taped and played on Birmingham City Schools Instructional Television network.  
Wrote grant proposal for establishment of model school and teacher retraining program to be funded by Greater Birmingham Foundation.

Chaired Birmingham City Schools Central Office Southern Association Accreditation Study and wrote report for visiting committee.

Served as reader for City-Wide Academic Bowl competitions and tournaments for 15 years.

Attended Promising Practices in Education Conference presented by Baltimore City Schools, Baltimore, MD

Coordinated cooperative project of Birmingham City Schools and Birmingham Police Department to implement Sarah Brady Gun Control Project.

Certified as a state trainer for Leader 1 2 3, a National Secondary and Elementary Schools Workshop for principals, and served as presenter and coach for several training sessions.

State Trainer for the Alabama Professional Education Personnel Evaluation System for principals and assistant principals.

Certified as evaluator for the Alabama Professional Education Personnel Evaluation System for teachers.

Attended Leadership Conference for school system curriculum specialists presented by Harcourt, Brace Publishers in Orlando, FL

Served on Southern Association of Colleges and Schools visiting teams for Mt. Olive Elementary School and Gardendale High School.

Attended Major School System Conference of the College Board in Atlanta, GA.

Attended 1994 Conference of the American Association of School Administrators in San Francisco, CA

Trained in Technology Implementation by Computer Curriculum Corporation in San Francisco, CA

Member of the training team for training of administrators in Alabama Personnel Evaluation Program in Mobile, Birmingham, Tuscaloosa and Montgomery.

Trained in implementation of Alabama State Department of Education Building Based Support Team model.

Attended Schools that Work Conference in San Francisco, CA

Attended meetings of College Board in NY City, Austin, TX, New Orleans, LA and Chicago, IL

Developed and managed Administrative Assessment Center for evaluation of potential administrators in Birmingham City Schools.

Attended International Magnet School Conference in Kansas City, MO

Attended technology conference presented by Wasatch Corporation in Orlando, FL

Attended Educational Management Group's Technology Conference in Phoenix, AZ

Presented at Alabama Reading Association Conferences in Birmingham, Auburn, Huntsville and Montgomery.

Speaker, 1983 Professional Development Workshop for Health Occupation Education, Birmingham, AL

Consultant, Northwestern State University Laboratory School, Natchitoches, LA

Group Leader, Sixth Leadership Conference in Reading and Language Arts, Pacific Grove, CA

Keynote speaker, Iberia Parish Teacher Inservice Workshop, New Iberia, LA.

Consultant, Vernon Parish Board of Education, Leesville, Pickering, Evans, Pitkin, and Rosepine, LA.

Project Director, Project MORE (Model Organization for Reading Education) SPUR College Project, Northwestern State University, Natchitoches, LA.

Evaluator, Project CORE (Civics Oriented Reading Education), Huntington High School, Shreveport, LA.

Workshop Speaker, Rapides Parish Title I Reading Program, Alexandria, LA.

Keynote Speaker, Northwood High School Feeder System Inservice Workshop, Shreveport, LA.

Luncheon Speaker, Caddo-Bossier Literacy Council, Bossier City, LA.

Keynote Speaker, Jackson Parish Inservice Workshop, Jonesboro, LA.

Speaker, Cenla Council of International Reading Association, Alexandria, LA.

Speaker, Nichols Council of International Reading Association Thibdoux, LA.

Member, Louisiana State Language Arts Curriculum Guide Development Committee, Baton Rouge, LA.

Consultant, Community Involvement for Reading Improvement Effort, Louisiana State Office

for Reading Improvement/Right to Read, Shreveport, Lafayette, and Monroe, LA.  
Consultant, Caddo Parish Board of Education, Shreveport, LA.  
Consultant, Winn Parish Board of Education, Winnfield, LA.  
Consultant, Northwestern LA Consortium for Reading Improvement, Natchitoches, LA.  
Consultant, Charlotte City Schools Summer Reading Program, Charlotte, NC.  
Pre-publication Text Reviewer, Wadsworth Publishing Company.  
Consultant, Heart of GA Cooperative Education Services Center, Dublin GA.  
Consultant, Southwest Regional Education Center, Albermarle, NC  
Consultant, Adult General Education Division, DeKalb Community College, Decatur, GA.  
Consultant, DeKalb County Board of Education, Clarkeston, GA.  
Consultant, East Baton Rouge Title I Program, Baton Rouge, LA  
Consultant, Gifted Student Program, Morgan County Schools, Madison, GA.  
Consultant, Alamance County Board of Education, Graham, NC  
Consultant, Expanded Food and Nutrition Program, Cooperative Extension Service, Athens, GA.  
President, Educational Development Enterprises, Inc. Natchitoches, LA  
Consultant, North GA College Pre-service Training Program in Reading, Dahlonega, GA.  
Consultant, GA State Right to Read Program, State Department of Education, Atlanta, GA.  
Pre-publication Text Reviewer, Houghton Mifflin Company, Boston, MA  
Consultant, South GA College Faculty Development Program, Douglas, GA.  
Consultant, Appling County Board of Education, Baxley, GA.  
Consultant, Buncomb County Schools, Asheville, NC  
Member, Special Studies Advisory Committee, University of GA.  
Consultant, Southern Mississippi State University, Hattiesburg, MS  
Member, Communications Advisory Board of Atlanta Area Technical School, Atlanta, GA.  
Pre-publication Reviewer, Little, Brown and Company, Boston, Massachusetts.  
Consultant, Literacy Action, Inc. Adult Reading Academy Program, Atlanta, GA.  
Chairman, Faculty Admissions Committee, University of GA, Athens, GA.  
Project Director, University of GA Special Services Project, Athens, GA.  
Consultant, Birmingham City School Right To Read Program, Birmingham, AL.  
Consultant, Bessemer City Board of Education, Bessemer, AL.  
Consultant, Homewood School District, Homewood, AL.  
Consultant, Douglas County Board of Education, Douglasville, GA.  
Pre-publication Text Reviewer, Allyn and Bacon Publishers, Boston, MA  
Director, Regional Adult Literacy Service, Athens, GA.  
Consultant, United States Office of Education, Right to Read Effort, Washington, D.C.  
Consultant, Bibb County Board of Education, Macon, GA.  
Consultant, Northeast GA Cooperative Educational Service Agency, Athens, GA.  
Consultant, Wilkes County Comprehensive High School, Washington, GA.  
Consultant, GA Department of Offender Rehabilitation Training Conference, Athens, GA.  
Evaluator of Innovative Programs for NY State Department of Education, Albany, NY.  
Pre-publication Text Reviewer, D.C. Heath Company, Boston, MA  
Visiting Professor, Appalachian State University Extension at Charlotte, NC  
Consultant, EPDA Training Institute for College Reading Instructors, Dodge City Community  
College, Dodge City, KS.  
Interview Guest, Forum on WGTV Television, Athens, GA  
Chairman, Pre-convention Institute on Model Reading Programs, International Reading  
Association 1973 Convention, Denver, CO.  
Interview Guest, Panorama (Interview program hosted by Lenora Cave) on WGAU Radio  
Athens, GA.  
Inservice Lecturer, Lyons Middle School, Athens, GA. Speaker, Clarke Central High School  
Parent/Teacher/Student Association, Athens, GA.

Member, Communiversy Coordinating Council, Athens, GA.  
Director, Project Survival: A Right To Read Community Based Program, Athens, GA.  
Consultant, McIntosh County Board of Education, Darien, GA.  
Consultant, School District No. 25, Pocatello, Idaho.  
Consultant, Richmond County Reading Program, Augusta, GA.  
Consultant, Colleton County Department of Education, Walterboro, SC.  
Visiting Professor, SC State University Extension, Walterboro, SC.  
Co-coordinator, Thirty Second Annual GA Reading Conference, Athens, GA.  
Pre-publication Text Reviewer, Harper & Row Publishers, NY, NY.  
Consultant, McCormick Follow Through Center, McCormick, SC.  
Consultant, Pickins County Board of Education, Jasper, GA.  
Consultant, Lee County Board of Education, Jonesville, VA.  
Consultant, Board of Education, Martins Ferry, OH.  
Consultant, Gulfport Public Schools, Gulfport, MS  
Visiting Professor, University of VA Extension, Pennington Gap, VA.  
Faculty Advisor, Communiversy Tutoring Program, Athens, GA.  
Consultant School Products of GA, Atlanta, GA.  
Consultant, Bacon County Board of Education, Alma, GA.  
Consultant in Language Arts, University of GA Follow-Through Project, Athens, GA.  
Member of Educational Advisory Board, Hoffman Information Systems, Arcadia, CA  
Consultant, Early County Board of Education, Blakely, GA.  
Visiting Professor, Clemson University Extension at Walterboro, SC.  
Consultant, Westside High School Exemplary Reading Project, Anderson, SC.  
Consultant, Columbia County ESAA Special Reading Project, Harlem, GA.  
Consultant, Alabama Right to Read State Training Program, Auburn University, Auburn, AL  
Consultant, Dougherty County Title I Project, Albany, GA.  
Consultant, Harris & Associates, Inc., Professional Consultants and Technologists to Education,  
Atlanta, GA.  
Consultant, Reading Department, GA Southwestern College, Americus, GA  
Consultant, Educational Division of Craig Corporation, Los Angeles, CA  
Consultant, Educational Development Center, Greenwood, SC.  
Consultant, Oconee County School District, Watkinville, GA  
Consultant, Mexico Academy and Central Schools, Mexico, NY.  
Consultant, Martin Luther King, Jr. Elementary School, Syracuse Public Schools, Syracuse, NY  
Consultant, Solvay Board of Education, Solvay, NY.  
Program Evaluator, Cooperstown Public Schools, Cooperstown, NY.  
Program Evaluator, Rondout Valley Central Schools, Accord, NY.  
Program Evaluator, Endicott-Johnson Public Schools, Endicott, NY.  
Senior High History Teacher, Lancaster High School, Lancaster, NY.

## **PROFESSIONAL AFFILIATIONS**

Career College Association  
Teaching Tolerance Program, Southern Poverty Law Center  
Birmingham Principals' Association  
Birmingham Education Association  
Alabama Education Association  
National Education Association  
Council for Leaders in Alabama Schools  
National Association of Elementary School Principals  
International Reading Association

National Association of Secondary Principals  
Alabama Association of Secondary Principals  
Birmingham Area Reading Council  
Alabama Reading Council  
American Association of School Administrators  
Association for Supervision and Curriculum Development  
National Council of States on Inservice Education  
College Reading Association  
LA Association of Teacher Educators  
American Association of University Professors  
LA College Professors of Reading  
LA Reading Association  
GA Council of Reading Professors  
North GA Council of International Reading Association  
Association for Childhood Education  
National Society for the Study of Education  
National Reading Conference  
American Educational Research Association

## **COMMUNITY ACTIVITIES**

Caribbean Museum Center for the Arts (Volunteer and membership committee member (2013-present)  
St. Croix Senior Collaborative for Healthcare, charter member (2013-present)  
Virgin Island Pride Committee, Founding Chairman (2014-2015)  
Equality Fund of Alabama - PAC Board of Directors [2009-2011]  
Birmingham Choral Society Board of Directors [2009-2011]  
Birmingham Regional Literacy Initiative of Literacy Council of Alabama, 2007-2008  
Alabama Safe Schools Coalition member of steering committee [2007-2012t]  
AIDS Alabama Board of Directors [2005-2013t, Secretary 2007, Treasurer 2008, President 2012]  
Equality Alabama Board of Directors [2005-2010/Board Chair 2007 to 2010]  
Citizen's Curriculum Committee, Birmingham City Schools [2005-2006]  
University/Southside Lions Club [vice-president 1999-2000].  
United Way Allocations Review Committee [1994-1996].  
Birmingham Aids Outreach Education Committee.  
Birmingham Business Network.  
Birmingham Healthcare Coalition  
Birmingham Healthcare for the Homeless Board of Directors [1994-1997].  
Birmingham Police Academy [Visiting Instructor of Study Skills]  
Birmingham Regional Chamber of Commerce Board of Directors [2003-2007]  
Celebrate (Birmingham Business Network fund-raiser) [Host/Sponsor].  
Pioneer Systems (non-profit provider of housing for homeless individuals in recovery from drug and alcohol abuse) [Chairman of Board 1994-1997].  
Community Education South Advisory Board [1996-2001].

Full Curriculum Vitae available upon request.

November 2016

Screen Tasks **Visit - 8785**

What do you want to do?

**Event** Evaluator Visit Assignment

**Event Info**

**Event Detail**

Visit Id: 8785 Visit: ...

Application Id: 66829-Schedule IRC Visit Visit Status Code: **completed**

Approval: IRC Meeting ACICS Id:

Visit Start: 11/6/2016 Visit Cycle: IRC November

Visit End: 11/11/2016 Institution:

Task Id: 1039 Budget: 0

**Location**

Institution: 00019560-0 Address: 750 First Street NE  
Suite 980  
Institution Name: Accrediting Council for Independent Colleges and Schools Washington, DC 20002

**Institution Primary Contact**

Primary: [REDACTED]  
Email Address: [REDACTED]  
Phone: [REDACTED]

**ACICS Staff**

Staff: Maurice Wadlington

Comments:

Order Number:

Personity: Accrediting Council of Independent C and S

Recent Items Application Approval Management CRM/Orders Customers Reporting

ACIC

Screen Tasks **Visit - 8785**

What do you want to do?

Evaluators / Customers

› Evaluators / Customers

**Event** Evaluator Visit Assignment

**Programs**

**Team Composition**

Add Delete INCOMPLETE Assign Assigned

ID	Name	Role	C Position	Type	Status	Email
00016275	Mr. Edgar Hamilton Krissler	CH	Administrative	PUBLIC	ASSIGNE	Krissler
00017876	Ms. Rogena Kyles	CH	Neither	PUBLIC	ASSIGNE	rogena.
00024001	Dr. Darlene A. Minore, PhD	CH	Administrative	PUBLIC	ASSIGNE	dminore
00014590	Dr. Bobby Scot Ober	CH	Academic	PUBLIC	ASSIGNE	scotobe
00021376	Ms. Dorothy Kathryn Sellers	CH	Academic	MEMBER	ASSIGNE	sellers.k
00021625	Ms. Joyce Strout	CH	Administrative	PUBLIC	ASSIGNE	jstrout
00014655	Dr. Judea Tims	CH	Academic	PUBLIC	ASSIGNE	jtims@

**Program Assignment**

Evaluator	Role	CIP	Program	Level
Ms. Rogena Kyles	Chair			
Dr. Darlene A. Minore, PhD	Chair			
Dr. Bobby Scot Ober	Chair			
Ms. Dorothy Kathryn Sellers	Chair			

**Evaluator Info**

School	Visit	Start	End	Visit ID	Staff
Mr. Edgar Hamil	Schedule IRC Visi	11/14/2010	11/22/2010	1384	BLANGSTON
Mr. Edgar Hamil	Schedule IRC Visi	11/09/2015	11/13/2015	8061	MWADLINGTON
Mr. Edgar Hamil	Schedule IRC Visi	11/06/2016	11/11/2016	8785	MWADLINGTON

Screen Tasks Product Research Hutton, James (CRM360) x Visit

## PROFESSIONAL PROFILE

ROGENA D. KYLES

### Academic Background

BA, Political Science  
The Ohio State University  
Columbus, Ohio

Juris Doctor  
George Mason University School of Law  
Arlington, Virginia

Graduate Studies, Antioch College  
Center for the Study of Basic Human Problems  
Washington, DC

### Relevant Experience

*Program Coordinator*, Extended Learning Institute  
Northern Virginia Community College  
Annandale, Virginia  
3 ½ years

*Education Program Specialist*, Office of Postsecondary Education  
U.S. Department of Education – Offices of Title III, Institutional Eligibility, and  
State Postsecondary Review Entities  
Washington, DC  
14 years

*President and Chief Executive Officer*  
Ramírez College of Business and Technology  
San Juan, Puerto Rico  
14 years

*President and Sole Practitioner*  
Immigration Services Group  
Alexandria, Virginia  
9 years and continuing

*Interim Executive Director*  
National Accrediting Commission of Career Arts & Sciences (NACCAS)  
Alexandria, Virginia  
7 months

*President and Consultant* - Areas: accreditation, compliance auditing, curriculum development and review, and  
higher education organization and management  
Executive Education Management Group  
Alexandria, Virginia  
6 years and continuing

**Relevant Recognitions and Activities**

ACICS Student Relations Specialist of the Year

ACICS Chairperson of the Year (twice)

ACICS Accreditation Workshops Co-Presenter (multiple times)

ACICS Intermediate Review Committee (IRC) member (periodically)

Site Visit Participant (Evaluator) as chair, student relations specialist, educational activities specialist, or legal programs specialist (several times per year)

# JOYCE BRYAN STROUT

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## **1989-Present J.B. STROUT & CO. ~ CEO/President, South Barrington, IL**

Founded in 1989, J.B. STROUT & CO. specializes in post-secondary accreditation, sales and management training, private management consulting, leadership, customer service training, keynote speaking, corporate teambuilding, and interim management with clients internationally and across the United States. Work with the Accrediting Council for Independent Colleges and Schools, doing over 150 evaluation visits. Assist executives in training new managers, administrative professional training, increase sales profits, facilitate business conferences, coach executive speaking skills, and assist entrepreneurs in starting their own businesses. Clients are Fortune 500 firms, universities, business and professional organizations, privately-held companies, and civic groups. All work is satisfaction guaranteed. Partial list of clients: ACICS, Colleges and Universities, Motorola, IBM, Chicago Tribune, American Airlines, Sabre, NBC Studios, American Marketing Association, Kellogg School of Management, Insurance, Real Estate. Media, Medical, Resorts, Manufacturing, Fire Departments, Park Districts, administrative professionals, travel industry, etc.

## **2011-2012 EDUCATION MANAGEMENT CORPORATION, Chicago, IL**

### **Vice President of National & Programmatic Accreditation**

Responsible for 106 campuses with National and Programmatic Accreditation across four brand institutions: Art Institute, Argosy University, South University, and Brown Mackie College. My department in Regulatory Affairs and Compliance works with 23 programmatic agencies and two National agencies: ACICS/ASSCS. Remaining up-to-date on all policies and procedures and carrying information to each institution is a critical part of this position. I'm involved with ACICS team visits and Chair of the ACICS process. My team is a resource for each school on all accreditation requirements, waiver requests, substantive changes, new programs, distance educations, and change of location requests.

## **2004-2006 INTERNATIONAL ACADEMY OF DESIGN AND TECHNOLOGY CAMPUS PRESIDENT, Schaumburg, IL**

As Campus President, this college grew from 23 students in 2004 to -300 in 2006 under my leadership in the creative arts of Fashion Design, Interior Design, and Vis-Com/Animation/Web Design. Responsible for admissions, academics, administration, career placement, compliance, controller, facilities management, faculty relations, financial aid, IT, library, student services and housing, and corporate involvement. Hired and trained all positions on campus. Our 2005 ACICS audit resulted in top 2% of all schools. We increased retention from 62 to 85%. I was involved in hiring/training faculty, expansion build-out plans for campus, instituted Advisory Board and President's Advisory Council with community outreach, worked with Mayor, Senators, Village President, and Business Associations. I was selected to speak to HQ President's training sessions regarding the President's role in ethics, student involvement, and priorities of the position.

## **1992 - 1994 CHICAGO PERSONNEL, President, Chicago (4 locations) and Los Angeles**

Recruited as President of \$14M recruitment agency, responsible for all financial, operations, sales, revenues, increased profits, Board presentations, marketing/management training, and overall leadership. Increased profits +15% while reducing headcount 33%, established quotas, sales incentives, policy and procedures, implemented new computer system, and opened two new offices with new management. As largest privately held agency in Chicago, offered guidance to industry exchange groups in US and Canada.

**1990 - 1991 MARKET DAY CORPORATION, Vice President Sales, Elmhurst, IL**  
Developed marketing strategy to take company nationwide (20 states in 5 years). Managed 100 sales reps working with schools to sell food products, earning profits for school funding. Travel was extensive, introducing Market Day to new states in order to fulfill and exceed strategic growth plans.

**1988 - 1989 ZANA CLIFF ENTERPRISES, INC., Exec.VP, Partner ~ Chicago, Vegas, NYC**  
This privately held company creates, designs, and produces live entertainment and film for corporate recognition events and conventions. Opened new offices, marketed across USA, established training programs, produced, directed, and edited films. Remain on Zanacliff Enterprises Board of Directors.

**1974 - 1987 IBM CORPORATION, IBM Branch Manager, Philadelphia, PA (1985-87)**  
Executive Branch Manager for **\$46 million branch operation**. Increased install base 35% each year, with "Branch Office of the Month" awarded twice for highest attainment of all IBM branches. Customer satisfaction increased from 60% to 79%. Employee opinion survey resulted in 100% for key questions in "management, trust, confidence, career guidance." Measured on attainment vs. quota/expense vs. revenue.  
~ sold, installed, and maintained account coverage for 4,000 customers  
~ managed 120 employees in administration, marketing, and systems engineering  
~ 11 first and second-line managers to counsel, appraise, train, and supervise

**IBM, A.A. to IBM Vice President, HQ, Atlanta, GA (1985)**  
Daily responsibilities included communication with the IBM President and branch managers. Created speeches, correspondence, calendar integrity, all meetings conducted by the VP. Strategic planning, estimated revenues, product direction, quotas, personnel issues, and "state-of-the-business" monitoring.

**IBM, Industry/Senior Program Administrator, Atlanta, GA (1983-85)**  
INDUSTRY MARKETING, IBM HQ, designed programs for industry segments in finance, construction, retail, public sector. Created task forces, conducted executive staff meetings, Director correspondence, received national recognition from IBM President for a national guide to industry offerings.  
INFORMATION PROGRAMMING SERVICES, created sales contests, national announcements, and PC deliverables with strategic software marketing. Received \$1,000 award as Executive Producer of IBM's first video on software sales. Interviewed 100 customers, wrote scripts, managed directors, cameramen, and crew to produce a 13-minute video, selected to be played at all IBM Kickoff Meeting nationally.

**IBM, Marketing Manager, Chicago NW Branch, Rolling Meadows, IL (1981-82)**  
Ranked in top 10% of IBM Marketing Managers, achieved two Hundred Percent Clubs and two Golden Circles (top 2% of managers in the nation) for two consecutive years.

**IBM, Region 10 Sales Operations, Rolling Meadows, IL (1979-81)**  
SALES OPERATIONS—Regional Manager's staff with responsibility of setting quota for all branches, organized Regional Reviews and award selections, monitored quotas, performance and attainment analysis.  
INDUSTRY MARKETING—support to finance marketing reps on banking calls. Presented automated teller computer solutions to bank presidents and financial institution executives. Conducted 150 seminars per year on finance, CPA, attorney client billing, construction, and energy management in a ten-state area.

**IBM, Marketing Representative, Lincoln, NE (1974-79)**  
Hired into Data Processing Division with a geographic territory of 10,000 square miles. Led the branch of 33 salesmen for two consecutive years. Sold/installed first Travel Agency in US and first small bank in the world. Facilities Control/Power Management systems were major part of sell-install base. Received "Rep of the Month" awards, "Outstanding Rep of the Year", "Regional Manager Awards" numerous times.

### **I B M AWARDS & RECOGNITION ~ 1975-1988**

- Featured as IBM Branch Manager in National Film, "Lean on Me"
- FOCUS Magazine national article as Children's Hospital volunteer
- Branch Office of the Month, Pennsylvania Branch Manager
- Chairman of the Board recognition—Industry Publication, Atlanta HQ
- \$1,000 Award, PC Deliverables, created demo diskette, Atlanta HQ
- GSD Dancer/Singer, Recognition Events, Phoenix-Canada-Chicago
- Regional Manager's Marketing Award, Chicago
- Rep of the Year, Omaha Branch
- Seven ONE HUNDRED PERCENT CLUBS and two GOLDEN CIRCLES

**EDUCATION:** **Masters Degree:** University of Nebraska-Lincoln, Business Comprehensive  
**Bachelors Degree:** University of Nebraska-Kearney, Comprehensive Business Ed.  
**Honoraries:** ~ Delta Pi Upsilon Business Honorary,  
~ Phi Beta Lambda Business College

### **HONORS & RECOGNITION:**

- ACICS ~ "Evaluator of the YEAR", Student Relations, 2009
- Alpha Omicron Pi ~ "Outstanding Alumnae" Award, 2009-2010
- Panhellenic Athena Award for Community Service, 2005
- University of Nebraska ~ Outstanding Alumni Board and College of Education Awards, 2005
- Univ. Nebraska-Lincoln, "Cather Circle" Mentoring Program, member and Keynote speaker, 2003
- University of Nebraska-Kearney, "Outstanding Alumni Award", 1997
- UN-K, "The Gold Torch Society" Mentoring Program, founder, Program Development Chair, 2000-03
- Author of "The Eyes of Leadership" (Copyright 1997, Barnes & Noble, book signings), 1997
- Motorola Master Instructor (to certify instructors) in Sales/Management courses, 1990-1996
- Featured in Temp Digest, Crain's Business Review, and Barrington Courier: "Speaker With Class"
- Chicago-land Speaker Directory--Select member, Two Thousand Notable American Women
- Who's Who in American Women and Outstanding Young Women of America

### **BOARDS:**

- University of Nebraska, Board of Directors, Alumni Association, 2002-2015
- Alpha Omicron Pi International Fraternity, Executive Board Vice President, 2010-2013
- Chicago Northwest Panhellenic Council, Committee Chair, 2003-2010
- First Plymouth Congregational Church-2015
- Camp Algonquin Board of Directors, for underprivileged children, 2000-2002
- Alpha Omicron Pi International Foundation Ambassador, NW Alum Executive Board, 2001-present
- P.E.O.~KF Chapter Treasurer, Internat'l Scholarship Chair, Barrington, IL 2001-20015

### **PROFESSIONAL ORGANIZATIONS & ACTIVITIES:**

- Nebraska Women's Leadership Council, University of Nebraska (and Keynote speaker) 2014-2015
- Alpha Omicron Pi, Alumnae Chapter President, 2014-2015
- APSCU~ Association for Private Schools, Colleges, Universities, ongoing
- District #220 Speech Tournament Coordinator for 800 students, Barrington, IL, 2002-2005
- Equestrian Jumping Judge for Event riding, 2003-2014
- AOII International Convention, Director, NYC Choreographer, Producer 1995-1997
- AOII Chicago Northwest Suburban Alumni Chapter, 1989-2015
- Motorola Customer Satisfaction Corporate Worldwide Paris presentation "Quality" coach, 1995-1996
- Walter Payton Foundation, projects and speech writer, 2000-2003
- Certified High Ropes Course and Teambuilding and Master Instructor 2001-2006
- IHSA Registered Volleyball Official Referee, ZONI member, 1998-2003
- Certified Substitute Teacher and Tutor, K-12 (all subjects and ACT exams), 1996-2006

**Case Name:** *In the Matter of* Accrediting Council for Independent Colleges and Schools

**Docket No.:** 16-44-O

**Filing Party:** Respondent, Accrediting Council for Independent Colleges and Schools

**Exhibit No.:** B-O-92

# **INTERMEDIATE REVIEW COMMITTEE (IRC) MANUAL**



IRC MANUAL-REV. 08/17

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# INTRODUCTION

This manual has been prepared by staff for members of the Council's Intermediate Review Committee ("IRC"), and is designed to assist IRC members in understanding their responsibilities of the commitment to serve in this capacity. It is neither an official document of the Council nor an official statement of its policies and procedures. The official procedures and standards of the Council are contained in the *Accreditation Criteria* publication.

Included is an outline of the responsibilities of an Intermediate Review Committee member as well as procedures developed by the Council to assist in its quality review of institutions and to help in the effective development of criteria by which those institutions are measured.

As an IRC member, you will be requested to serve as a Committee member to review an institution's application, institutional files, team reports, and responses. The Council is a hard-working and dedicated group. Thus, each supporting assembly, including the Intermediate Review Committee, is expected to assist the Council in meeting its responsibilities.

Please use this manual during your service as an Intermediate Review Committee member. After a review of these materials, if you have questions or need clarification of the Council's procedures, please contact IRC staff for assistance.

We appreciate your commitment to the accreditation review process and your support of the Intermediate Review Committee.

# OVERVIEW OF THE COUNCIL

The Accrediting Council for Independent Colleges and Schools ("ACICS" or "Council") is recognized by the Council on Higher Education Accreditation ("CHEA"), and degree-granting institutions accredited by ACICS are eligible for membership in CHEA. CHEA's mission is to serve students and their families, colleges and universities, sponsoring bodies, governments, and employers by promoting academic quality through formal recognition of higher education accrediting agencies. CHEA is the successor organization to the Council on Postsecondary Accreditation ("COPA") and the Commission on Recognition of Postsecondary Accreditation ("CORPA"). ACICS has been a charter member of all three organizations beginning with the founding of COPA in 1975.

Effective July 1, 1993, ACICS became a separate and independent non-profit accrediting agency. The ACICS Bylaws (Appendix A - *Accreditation Criteria*) set forth the structure of the agency. Governance and administration of the affairs of the Council is vested in the Board of Directors.

The Council is charged with the responsibility of receiving applications from institutions desiring accreditation, appointing qualified evaluators, and deciding from all evidence available whether to grant or withhold accreditation from institutions. In addition, the Council is charged with the responsibility, where accreditation is subject to withdrawal or denial, to accord institutions certain procedural guarantees.

The Council makes available to the public current information concerning the criteria, reevaluates at reasonable intervals the accredited institutions, and exercises such other powers as are necessary to carry out the function of an accrediting agency.

The maximum length of a grant of accreditation that an institution may receive is six years. However, the Council may grant accreditation for a shorter period. The grant of accreditation is always for a specific period of time and will expire automatically with the passage of time unless extended by action of the Council.

## **STAFF**

ACICS maintains its office in Washington, D.C. with a full-time staff appropriate for its membership size and scope. Current staff functional responsibilities are maintained and updated as necessary. The position that completes a majority of ACICS visits is the coordinator position. All travel staff attend Council meetings and serve as staff representatives on institutional site evaluations. They are available to assist the Intermediate Review Committee members in reviewing the institutional files and in preparing proposed actions for the consideration of the institution's application or request. Staff, when necessary, also prepares a review of the materials submitted in conjunction with a school's personal appearance before the Council and assist the primary reviewer of a hearing file.

General Counsel for ACICS attends Council meetings as appropriate and serves as a legal resource person for the Council. The general counsel advises the Council on procedures and policy matters and assists in resolving technical questions concerning the actions of the Council.

## **RESPONSIBILITY AND CONFIDENTIALITY**

Each Intermediate Review Committee participant is required to read and abide by the Canons of Ethical Responsibility as adopted by the Council. At the time of service, the participant must complete a new form to assure their continued understanding of the expectations.

The seven Canons of Ethical Responsibility are:

1. An IRC member shall uphold the integrity of the accreditation process.

2. An IRC member shall avoid impropriety and the appearance of impropriety in all activities.
3. An IRC member shall perform the duties impartially and diligently.
4. An IRC member shall refrain from any business activity inappropriate to accreditation responsibilities.
5. An IRC member shall initiate immediately full and open disclosure of any negotiations for or the actual assumption of ownership or control of an institution with which he/she may be directly or indirectly involved.
6. An IRC member shall preserve the confidentiality of the proposed Council action deliberations and of the institutional information to which he/she is privy.
7. An IRC member shall, in representing ACICS, subscribe to the ACICS policy on Discrimination and Harassment in his or her dealings and interaction with the ACICS staff, other members of the committee, or any person affiliated with an institution in his or her capacity as an IRC member. An IRC member is obligated to report to the ACICS President any action that he or she perceives to be discrimination or harassment. (The ACICS Policy on Discrimination and Harassment is disclosed on the following page.)

In adopting the Canons of Ethical Responsibility, the Council has put into words the expectations of those individuals selected to support the Council in its activities.

The Council encourages individuals to assist institutions in improving and upgrading themselves but requires that when significant assistance is provided to an institution, this individual will disclose this fact and refrain from taking part in any file review or proposed action concerning this institution.

During the IRC file review and presentation sessions, a number of topics of discussion will arise and numerous actions will be proposed to the Council. These discussions are open between the IRC participants and staff. However, an IRC member may not disclose these discussions and proposed actions to the membership. Proposed school actions must be kept confidential. The IRC members have a duty and a responsibility to serve all institutions fairly and equally. Staff assigns institutions under review to the Intermediate Review Committee, and in doing so, attempts to distribute them in such a way as to avoid conflicts of interest (i.e., an IRC member will not be assigned an institution located in his or her home state, or an institution where s/he served as a member of the on-site evaluation team). If an IRC member has an interest in an institution or feels that there would be any conflict of interest in his or her review of an institution's file, the IRC member should immediately request, upon review of the assignment sheet, that the institution's file be given to someone else and may wish to refrain from participation in the deliberations concerning the proposed action on the institution's status. As a practice, when the

IRC discusses an institution in which an IRC member has an interest, this individual may be asked to recuse her/himself from the room. Staff will advise when this may be necessary.

IRC members are expected not to inform institutions of the proposed actions following the review session. These actions are proposals to the Council; only the Council has the right to determine the final action on an institution. Institutions will be notified by certified mail of the Council's final action. The institution will receive this official notification within 30 days following the Council meeting. It is expected that should a member institution contact a member of the Intermediate Review Committee, the IRC member will advise callers to contact the ACICS office for appropriate information following receipt of the action in writing.

## **ACICS Policy on Discrimination and Harassment**

- A) **ACICS does not condone sexual harassment**, which includes the promise or threat, explicit or implicit, that an employee's job status will be affected favorably or unfavorably unless the employee agrees to demands of a sexual nature; unwelcome physical contact or verbal comments; or other activities that create a hostile environment in the workplace. If you believe that you have been subject to sexual harassment, you should report the incident according to the complaint procedures outlined below. No retaliatory action will be taken against any employee who files a complaint.
  
- B) **ACICS is committed to providing a work environment that is free of discrimination and harassment.** Actions, words, jokes, pictures, or comments that are based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic or that are obscene will not be tolerated. Sexual harassment, whether overt or subtle, is a form of misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.
  
- C) **Any employee who wants to report an incident** of sexual or other harassment should report the matter to his or her supervisor promptly. If the supervisor is unavailable, or if the employee believes that it would be inappropriate to report the matter to the supervisor, the employee should contact the President/CEO immediately. Employees can raise concerns and make reports without fear of reprisal.
  
- D) **Any employee who becomes aware** of possible sexual or other harassment of another employee should advise the President/CEO promptly. The President/CEO will handle the matter in a timely and confidential manner.

- E) **The President/CEO or his/her designee** will investigate the complaint promptly. The investigation will include interviews with persons identified by the complainant as having direct knowledge of the harassment. The alleged harasser also will be interviewed. After a thorough investigation, the President/CEO will prepare a written determination regarding the allegations, and copies of the determination will be provided to the complainant and the alleged harasser. Either party may appeal either the decision or the disciplinary action or both to the President/CEO, who will have the final authority.
- F) **Any individual found to have engaged in harassment** is subject to disciplinary action, including discharge where appropriate.

## PREPARATION FOR A COUNCIL MEETING

Essentially, there is a three-step process involved at ACICS. These key component steps are the visit, IRC, and Council. Before each Council meeting, the Intermediate Review Committee meets to review institutions scheduled for consideration at the meeting. The Intermediate Review Committee is composed of an outside panel of experienced evaluators, former Commissioners, and the Council travel staff members.

The Intermediate Review Committee meets in Washington, D.C. for a week at a specific time during the month prior to the Council meeting (i.e., March, July, and November). All qualified and designated IRC members will be called upon to participate as needed.

The Committee reviews each file in depth and recommends an action for the Council's consideration. The recommendation is not binding on the Council. The recommendation is not the opinion of a single IRC member; rather it is a collective decision, after the entire Committee has considered the matter. After the IRC session has been completed, the recommendations are prepared as notification letters for the Council.

In scheduling the Intermediate Review Committee, the staff will provide necessary information for the participants to make their travel plans. The staff will make arrangements for the hotel accommodations, but the IRC members are responsible for making their own transportation arrangements. An honorarium of \$250 per day will be provided and all incurred expenses during the week are reimbursed following the IRC session.

# INTERMEDIATE FILE REVIEW PROCESS AND PRESENTATION

The review of individual institutions or campuses is conducted by each respective IRC member. Under the direction of staff, individual IRC members will review the institutional files and develop recommended actions for discussion.

The standard procedure involves reviewing the reason that the institution is on the agenda and determining the proposed action to be taken based on the institution's application. Upon review of all relevant materials from the respective campus or institution, the IRC member will then draft the recommended action after completing the following steps:

- From the respective orange sheet, the IRC member should be prepared to have a discussion of the reason that the campus or institution is appearing on the agenda **RA-Renewal of Accreditation (aka NG-New Grant), IG-Initial Grant, QAM: NB-Quality Assurance Monitoring (currently not reviewed by Council)-New Branch, QAM: DE-Quality Assurance Monitoring-Distance Education, QAM:OS- Quality Assurance Monitoring-Out of Scope, QAM:HC-Quality Assurance Monitoring-Higher Credential, QAM:CO-Quality Assurance Monitoring-Change of Ownership, QAM:RV-Quality Assurance Monitoring-Readiness Visit, SP: Special Visit**) to include any notable areas, such as the respective staff that conducted the visit, retention/placement rates, complaint or adverse information, maximum time frame, grant expiration dates, and financial information. This information is also available via the Member Center portal and must be referenced accordingly.
- Cite each finding (from the visit) or area of non-compliance (compliance warning or show-cause directive) (ex. Section 3-1-303 (a)) and discuss what the respective campus or institution has supplied as part of their response.
- In review of all relevant materials (team report, campus or institutional response, catalog, and other information), the IRC member should be able to determine whether the area of non-compliance has been resolved, unresolved, or requires more information.
- For all applicable areas of non-compliance that the campus or institution has not resolved, the IRC member should formulate language using the Canned Language from the Commissioner Portal **as a guide** (<https://membercenter.acics.org/sites/commission>) to thoroughly explain the appropriate action(s) that need to be taken in order to come into compliance.

*This language should be drafted within the orange sheet's **NEEDED** section and carried over to the draft motion letter.*

- For those campuses or institutions that have resolved all outstanding areas of non-compliance, the IRC member should be prepared to briefly explain what materials what were provided in order to evidence compliance.

Once all areas of non-compliance and relevant materials for the respective campus or institution have been reviewed, the IRC member must ensure he/she has done the following on the orange sheet:

**Select Appropriate action from the orange sheet IRC Recommendation drop box (i.e., approval, deferral, compliance warning, show-cause, withdrawal by suspension, denial)**

✓ **Note your decision: OK, BUT**

**If BUT, does finding need to be revised? If this is the case, consult with the staff person who conducted the visit and deliberate with the IRC members.**

✓ **OK, PENDING**

**If PENDING, the response has not addressed the findings sufficiently and additional information is required. If the corrective action is minor, staff can request the additional evidence in the form of documentation on behalf of the IRC reviewer during the IRC meeting. If the information being sought is received and remediates the finding, the IRC reviewer may change the recommended action to OK.**

✓ **OK**

**If OK, the finding has been successfully remediated by the campus response.**

✓ **NO**

**IF NO (unconditionally), the campus response is insufficient to remediate the finding and the campus will be required to submit further documentation as evidence of compliance.**

**Draft the appropriate language in the NEEDED section and draft the appropriate motion letter**

During IRC Considerations, the entire group and staff then agree on a proposed action to present to the full Council. Each participant should be prepared to discuss reasons for the recommended action and to answer specific questions concerning the response items, team report, etc.

Proposed recommendations to grant initial accreditation or to remove an institution's accreditation by denial or suspension are to be presented in a matter which will articulate the Council's reasons for such an action in a succinct manner.

# TYPES OF ORANGE SHEETS

1. **Original Orange sheet**- indicates those institutions or campuses being reviewed for the first time but are not an initial

<b>Campus Name</b>	
<b>Campus Address</b>	
<b>City, State Zip Code</b>	
<i>Reason on Agenda:</i>	<i>ID Code:</i>
<i>Distance Education:</i> Choose an item.	<i>No. of Findings:</i>
<i>Staff:</i>	<i>IRC:</i>
<i>Original Grant Expiration Date:</i> 12/31/Choose an item.	<i>Maximum Time Frame (mtg):</i> Choose an item.
<i>Background Information:</i> (Please summarize retention and placement, any adverse or complaints, and licensure pass rates, if applicable, in addition to other information that will be helpful in considering this application/visit.)	
	<i>IRC Recommendation:</i> Choose an item.
<i>Commissioner:</i>	<i>Commissioner Recommendation:</i> Choose an item.

2. **Deferral sheet**- indicates those institutions or campuses that have outstanding areas of noncompliance from a previous Council Meeting

<b>Name of Campus</b>	
<b>Address</b>	
<b>City, State, Zip Code</b>	
<i>Reason on Agenda:</i>	<i>ID Code:</i> 000XXXXX
<i>Distance Education:</i> Choose an item.	<i>No. of Original/Remaining Findings:</i> /
<i>Staff:</i>	<i>IRC:</i>
<i>Original Grant Expiration Date:</i> 12/31/ Choose an item.	<i>Maximum Time Frame (mtg):</i> Choose an item.
	<i>Date First Appeared on Agenda:</i> Choose an item.
<i>Current Status:</i>	
<i>Background Information:</i> (Please summarize retention and placement, any adverse or complaints, and licensure pass rates, if applicable, in addition to other information that will be helpful in considering this application/visit.)	
	<i>IRC Recommendation:</i> Choose an item.
<i>Commissioner:</i>	<i>Commissioner Recommendation:</i> Choose an item.

3. **Initial accreditation sheet-** indicates those initial campuses or institutions that are being reviewed for the first time

<b>Name of Campus</b>	
<b>Address</b>	
<b>City, State, Zip Code</b>	
<i>Reason on Agenda: IG</i>	<i>ID Code: 000XXXXX</i>
<i>DE: Choose an item.</i>	<i>No. of Findings:</i>
<i>Staff:</i>	<i>IRC:</i>
<i>Initial Retention: NN%</i>	<i>Initial Placement: NN%</i>
<i>Institutional Background: (Please summarize any information that will be helpful in considering this application, such as adverse; complaints; licensure pass rates, if applicable; current accreditation; etc.)</i>	
	<i>IRC Recommendation: Choose an item.</i>
<i>Commissioner:</i>	<i>Commissioner Recommendation: Choose an item.</i>

4. **Initial accreditation deferral sheet-** indicates those initial campuses or institutions that have outstanding areas of non-compliance from a previous Council Meeting

<b>Name of Campus</b>	
<b>Address</b>	
<b>City, State, Zip Code</b>	
<i>Reason on Agenda: IG</i>	<i>Level: Choose an item.</i>
	<i>ID Code: 000XXXXX</i>
<i>Distance Education: Choose an item.</i>	<i>No. of Original/ Remaining Findings: /</i>
<i>Staff:</i>	<i>IRC:</i>
<i>Initial Retention: NN%</i>	<i>Date First Appeared on Agenda: Choose an item.</i>
<i>Initial Placement: NN%</i>	
<i>Institutional Background: (Please summarize information that will be helpful in considering this application, such as adverse; complaints; licensure pass rates, if applicable; current accreditation; etc.)</i>	
<i>Current Status:</i>	
<i>IRC Recommendation: Choose an item.</i>	
<i>Commissioner:</i>	<i>Commissioner Recommendation: Choose an item.</i>

## MOTION LETTER CANNED LANGUAGE GUIDE

ALL IRC reviewers are required to utilize the Council’s canned language as applicable, when recommending a deferral action for any campus or institution.

This information can be found by doing the following:

- Look under the Documents Templates
- Click on the Motion Letter Template folder
- Click on the Word Document titled Canned Language for Motion Letters Then find your respective area of non-compliance and cater the canned language specific to the items you would like to request in order for the campus or institution to come into compliance

*\*Note- The canned language is primarily used by the Council as a tool to keep the language in motion letters precise and consistent for each campus or institution. It is a representation of the most common areas of non-compliance. Therefore, there may not be an appropriate canned language for every case so it will be necessary to develop new language as needed.*

## **RECOMMENDING AN ACTION**

All areas of non-compliance must be sufficiently rectified and demonstrate compliance before the Council will grant accreditation. If additional information is needed to determine if a campus or institution has addressed all findings, a deferral may be necessary. Once the campus or institution has been determined to be **out of compliance**, the corresponding action would be a compliance warning, show-cause directive, or withdrawal by suspension (Sections 2-3-220, 2-2-230, and 2-3-402). Generally speaking, an action on a renewal of accreditation can only be deferred once, after which, it can be determined if they are out of compliance with the applicable Criteria sections.

Reasons for a short grant or unusual background information should be explained briefly on the Orange File Review Worksheet (e.g., "This school was suspended at the December 2013 meeting, and the suspension was subsequently reversed after a Review Board hearing").

The orange sheet must be completed for all actions being recommended. All negative recommendations made by an IRC reviewer should be discussed with ACICS management. In some cases, a member of the Intermediate Review Committee will review deferrals with numerous or severe citations.

NOTE: Should the campus not respond to one or more findings at all (overlooked, portion of response lost in mail, etc.), staff should contact the school immediately. **No motions should be written pending receipt of further information, with the exception of financials.**

The recommended action should explicitly describe any areas of noncompliance and clearly outline the actions and materials necessary to demonstrate compliance.

# DETERMINING GRANT LENGTHS

Each IRC reviewer has the responsibility of recommending to the Council, the appropriate number of grant years for each respective campus or institution being considered for an initial grant or a renewal of accreditation. Final action by the Council to accredit or renew accreditation or not to do so, or to limit or otherwise condition the grant of accreditation is determined only following review of pertinent information and data on the campus or institution.

At the IRC level of review, the number and seriousness of any deficiencies, and the campus's or institution's capability to overcome them, are taken into account, as well as financial status, retention and placement reporting, complaints or external information, and past Council actions. As such, the IRC reviewer should utilize the grant length guidelines below as a tool, not as a standard, in determining the appropriate number of years on a case by case basis.

<i>Concern</i>	<i>Suggested Max.</i>	<i>Additional Comments</i>
<b>FINANCIAL &amp; CAMPUS-LEVEL STUDENT ACHIEVEMENT OUTCOME ACTION</b>	4 years	The Financial Review and Institutional Effectiveness committees may want to discuss particular situations that may justify a longer grant.
<b>SUBJECT TO LS&amp;T</b> (potential loss of <u>all</u> Title IV)  Cohort Default Rate greater than 45%. - or - greater than 40% and has not reduced its rate by at least five percent from the previous year.	Case-by-case decision  Review potential for institution to continue operation	For consideration by the Financial Review Committee which may recommend a show-cause directive.  Evidence of successful appeal, <u>substantial</u> decrease in default rate based on appeal, limited use of Title IV, minimal criteria violations/no reporting requirements may warrant special consideration by the Council for full grant.
25% or above cohort default rate for three consecutive years (potential loss of FFELP [formerly GSL] only; or potential provisional status or loss of all Title IV aid due to "lack of administrative capability")  Over 40% for one year -- may lead to provisional status or loss of FFELP	Case-by-case decision	Reporting requirements (e.g., financial, retention, placement) or concern with retention/placement may warrant a shorter grant or additional review.  Evidence of successful appeal, <u>substantial</u> decrease in default rate, and/or limited use of Title IV may warrant full grant.
<b>AFTER A NEGATIVE ACTION OR SUBSTANTIVE AREAS OF NON-COMPLIANCE</b>	2-4 years  Case-by case decision	<i>Accreditation Criteria</i> states that the Council will not grant accreditation for a full six-year term if the grant is awarded following any hearing resulting from a previous action to deny accreditation. Financial and Institutional Effectiveness reporting influences grant length.

<b>INITIALS</b> (unaccredited institutions)	3 years	Excluding branch-to-freestanding. Grant length may vary depending upon the institution's compliance with Council standards.
<b>INITIALS</b> (institutions currently accredited by another organization)	4 years Case-by case decision	The institution may receive a grant length of more than four years based on the institution's compliance with Council standards.
<b>LIMITED NUMBERS OF FINDINGS</b> (able to be resolved within no more than two Council meeting sessions)	4 years	Reporting requirements (e.g., financial, retention, placement) may warrant shorter/longer grant and/or additional review.
<b>NO FINDINGS</b> (or minimal findings such as catalog issues and resolved in one Council meeting session)	5-6 years	Reporting requirements (e.g., financial, retention, placement) may warrant shorter grant/additional review.

## **APPLICANTS FOR INITIAL GRANT OF ACCREDITATION**

When an institution has completed the procedures of an application for an initial grant of accreditation, undergone a resource visit, prepared a self-study, undergone a team evaluation visit, financial review, Intermediate Review Committee review, and commission review, a proposed action is recommended concerning its request.

If an institution is found to be in compliance with all criteria, the appropriate action is to grant the institution accreditation for a specific period of time. Generally, a three-year grant is awarded. The institution may be awarded a four year grant if it was previously accredited by another agency.

If the institution did not provide sufficient information to demonstrate its compliance, the IRC member may recommend deferring action on the application and require additional information from the campus/institution concerning the correction of the deficiencies. A deferral will extend until the next meeting of the Council, depending upon the deficiencies. Generally, the deferral should not be for more than one year.

If an institution is found to be seriously and substantially out of compliance with the criteria, the IRC may recommend that the Council deny the request for an initial grant of accreditation. In the case of denial, as in a deferral, a list of the specific criteria with which the institution was found in noncompliance must be noted and the reasons identified why the institution was found in noncompliance. Should a denial be recommended, the institution will have the right to appeal that decision to the appropriate party.

Campuses/institutions that apply for freestanding, main campus accreditation for a currently-operating branch campus are considered to be applying for an initial grant.

## **APPLICANTS FOR RENEWAL OF ACCREDITATION**

Institutions previously accredited have been given grants of accreditation for a specific period of time. Within that period of time, they must make application for new grants in order for accreditation to continue uninterrupted. The Council office keeps track of the grants and advises institutions when they should initiate applications for new grants of accreditation (Self Study).

Failure of an institution to initiate an application for a new grant of accreditation or of the Council to grant the institution an extension of the previous grant of accreditation will result in the expiration of the institution's accreditation with the passage of time.

Generally, institutions applying for new grants of accreditation will be considered and given new grants of accreditation or will have the previous grants of accreditation extended in order for the Council to receive additional information.

## **OTHER APPLICATIONS CONCERNING INSTITUTIONS**

In addition to considerations of institutions seeking initial or new grants of accreditation, the Council makes decisions about a number of other requests. Depending on the file assigned, an IRC member may be expected to propose an action based on the institution's application. These additional applications are:

- **QAM – OS: Quality Assurance Monitoring- Out of Scope Application**
- **QAM – RV: Quality Assurance Monitoring-Readiness Visit Application**
- **QAM – HC: Quality Assurance Monitoring-Higher Credential Application**
- **QAM - DE < OR > 50%: Distance Education Application**
- **QAM - LSV: Quality Assurance Monitoring – Learning Site Verification**
- **QAM- NB: Quality Assurance Monitoring – New Branch**
- **QAM – CO: Quality Assurance Monitoring - Change of Ownership**

Many institutions appear on the Council's agenda for consideration of a decision which was deferred. A deferral generally occurs when the Council does not have sufficient information to make a decision or there is evidence of some deficiency in the campus/institution that may be corrected. Periodically, an IRC member may be asked to review an institution whose action has been deferred or which is on a compliance warning or show-cause directive. However, IRC members are routinely asked to review the files for campuses/institutions which are new to the Council agenda. If a deferral is reviewed by the IRC, the review must reconsider the action which resulted in the deferral to determine the appropriate decision.

Whether seeking an initial or a new grant of accreditation, the institution is afforded due process in its review by the Council and, should the Council take a negative action, there is a standard procedure concerning the rights of the institution to an appeal.

IRC members may also be asked to review special visit reports. A special visit is initiated by staff or the Council when an institution/campus is deemed “at-risk,” of non-compliance or has triggered a review for a number of other reasons, including an ongoing assessment of all risk factors. Possible actions for a special visit include approval, compliance warning, show-cause, and withdrawal by suspension.

## **MULTIPLE APPLICATIONS**

If the campus/institution is on the agenda for more than one reason, ask staff whether there should be more than one letter. If a new grant also has QAM:RV or QAM: OS reviews, and all receive approval, there will be a letter generated for each separate action, i.e., new grant approval letter, QAM:OS letter or QAM: RV letter, etc.).

***NOTE: Branch campuses and QAM:OS programs can be given inclusion while the other action is deferred; make sure the appropriate grant date is the same in both letters.***

# **GENERAL PROCEDURES AND COUNCIL ACTIONS**

During the course of the file review, IRC members will review a number of campuses/institutions and arrive at a proposed action regarding each. These recommended actions may range from a grant of accreditation, to the denial of a new grant of accreditation, to a show-cause directive. Staff has drafted the appropriate letters for common decisions. The outlines have been prepared to comply with the procedural guarantees outlined in the *Accreditation Criteria* so that they will provide the necessary information for the institution to understand the Council's position and will afford the institution the opportunity to adequately respond to the Council.

## **ACCREDITATION GRANTED (APPROVAL)**

If an institution is found to be in compliance with the *Accreditation Criteria*, ACICS may grant accreditation for a specific period of time from a minimum of one year to a maximum of six years. The length of the grant shall be at the discretion of ACICS. A grant of accreditation for less than six years is not a negative action and, therefore, is not appealable.

The Council will not grant accreditation for a full six-year term if the grant is awarded following any hearing resulting from a previous action to deny accreditation.

## **ACTION DEFERRED**

When an institution is measured against the criteria and there is insufficient evidence available for the Council to make a decision, ACICS may defer action until the next Council meeting, pending receipt of additional information. In such cases, ACICS will provide in writing the reasons for the deferral, state what the institution needs to provide, and invite a response to the findings by a specific date.

Deferral is, in effect, “no action at this time” and is not a negative action. Therefore, deferral is not an appealable action. Neither is a deferral a final action. In all cases of deferral on reevaluation of accredited institutions, the Council will extend the present grant of accreditation for a period sufficient for the institution to provide the information needed, including time for procedural due process following the Council’s review of the information not to exceed twelve months, if the longest program is less than one year in length; eighteen months, if the longest program is at least one year, but less than two years in length; and two years, if the longest program is at least two years in length.

## **COMPLIANCE WARNING & SHOW-CAUSE ACTIONS**

An institution/campus is determined to be out of compliance when it has been given the opportunity to provide information and the information provided fails to evidence compliance with the applicable standards. This will start the maximum time frame “clock” and the institution/campus must come into compliance within that period dictated by Chapter 3, Introduction. An adverse action can be taken **PRIOR TO THE** end of that period but it cannot be extended beyond it, except for good cause (Section 2-3-220).

Further, a show-cause directive may be issued after the review of the institution’s/campus’s response to a compliance warning action or may be directed once the institution/campus has been determined to be *materially* out of compliance with the *Accreditation Criteria*.

## **DENIAL OF APPLICATION FOR INITIAL OR RENEWAL OF ACCREDITATION**

As outlined in Section 2-3-300 of the *Accreditation Criteria*, a denial of an accreditation status is characterized by the Council’s withholding accreditation and is a negative action which is challengeable (appealable) by the institution.

If the reviewer’s assessment is that the institution has failed to demonstrate its compliance, in ability and willingness, with the standards after its submission of additional information, a denial recommendation may be considered. It is critical that in the reasons for this denial is thoroughly detailed in both the orange sheet and motion letter drafted.

## **MAXIMUM TIME FRAME**

The Introduction to Title II, Chapter 3 of the *Accreditation Criteria* identifies the maximum amount of time an institution is provided to address the concerns of the Council. This is a recognition requirement of the U.S. Department of Education. These timeframes are:

- Twelve months, if the longest program is less than one year in length;
- Eighteen months, if the longest program is at least one year, but less than two years in length; and
- Two years, if the longest program is at least two years in length.

The File Review (Orange) Worksheet identifies the last meeting of the campus/institution’s maximum time frame.

## **NEGATIVE ACTION – WITHDRAWAL BY SUSPENSION**

A withdrawal by suspension action is only appropriate on other applications for consideration by the Council. It is not appropriate for a renewal of accreditation or initial accreditation application as these

can be denied, and not withdrawn. Instead, a withdrawal action takes away a current grant of accreditation prior to its expiration (Section 2-3-400).

When the review is of a branch campus, the recommended action would be to **withdraw the approval of the campus within the accredited status of the institution**. This letter would be drafted TO the main campus as a branch campus does not, in and by itself, hold accreditation.

**Negative recommendations must be reviewed by the appropriate staff member prior to final consideration by the Intermediate Review Committee.**

*\* In cases of a show-cause directive or withdrawal action, the institution must be directed to provide a teach-out plan, consistent with Section 2-2-303 of the Accreditation Criteria. Prepare with teach-out language, if applicable; if teach-out language is in motion, check that it has not previously been requested (past motions). If it has been requested previously, check if a complete plan has been received and always ask for an update*

# DEADLINES FOR SUBMISSION OF INFORMATION

**\*\*Note- This information is also located in the pocket of your binder**

**April meeting:** June 30 for response submission deadline  
Continue 30 days post Council action for review in August

**August meeting:** October 31 for response submission deadline  
Continue 30 days post Council action for review in December

**December meeting:** February 28 (or 29) for response submission deadline  
Extend to April 30 for review in April

In instances where the grant of accreditation has previously expired or will expire (see April meeting), the grant must be extended, not continued.

# GLOSSARY

## ***ANNUAL FINANCIAL REPORT***

A financial statement is required of all institutions 180 days following the end of their fiscal year. This statement is not required to be audited and certified. Separate audited financial statements must be submitted with certain types of applications. The annual sustaining fees are based on the total educational revenue reported on the income statement.

## ***BRANCH CAMPUS (previous Additional Location)***

A branch campus is a location of an institution that is geographically apart and independent of the main campus of that institution, but under the same corporate structure as the main campus. The branch campus is permanent in nature, offers courses in educational programs leading to a degree, certificate, or other recognized educational credential, and has its own budget, faculty, administrative staff and supervisory organization.

## ***CAMPUS ACCOUNTABILITY REPORT (CAR)***

Each accredited campus/institution is required to file no later than November 1, a report covering the previous year beginning July 1 and ending June 30.

## ***CHANGE OF OWNERSHIP/CONTROL***

An institution is judged to have undergone a change of ownership or control when controlling interest of the institution has changed hands through the sale of stock, either totally or partially, or when an institution, through contract or other means, has altered control of the institution.

As a result of a change of ownership or control, the institution's grant of accreditation is automatically discontinued and the institution must make application for reinstatement via the Change of Ownership application process. If the institution fails to do so in the manner stipulated by Section 2-2-403 of the *Accreditation Criteria*, the institution's accreditation will be discontinued as of the date of the actual change of ownership and will remain in abeyance.

## ***DEFERRAL***

Actions on an institution's application may be deferred when further information is needed by the Council or further guidance to the branch/institution concerning deficiencies is in order. A deferral is not a negative action or a final decision and is not appealable.

### ***DENIAL OF AN APPLICATION – INITIAL OR RENEWAL***

Denial of accreditation is a final Council decision, but the campus/institution is entitled to an opportunity to present its appeal of the denial in a fair and impartial hearing before the Review Board.

### ***GRANT OF ACCREDITATION***

A grant of accreditation is extended to a campus/institution for a specific period of time. In order for a branch/institution to continue in accredited status, the previous grant must be extended again by special action of the Council or the Council must confer a new grant. A grant of accreditation may not exceed six years in length.

### ***HEARING***

A hearing is a formal process in which an institution which has been show-cause has been directed to do so in person, before the Council.

### ***LEARNING SITE (previously Campus Addition)***

A location of a main campus or branch campus which is under the direct control of the onsite administration of that campus but at a site that is apart from the primary location of that campus.

### ***NEGATIVE ACTION***

A negative action is the withdrawal of accreditation (either by revocation of accreditation or suspension of accreditation) or the withholding of accreditation.

### ***REEVALUATION***

The process of a campus/institution being considered for a new grant of accreditation is referred to as a reevaluation.

### ***REMAND***

Remand is an action by the Review Board to send a case back to the Council for further consideration.

### ***REVIEW BOARD***

The Review Board is comprised of fifteen members appointed by the Council who are responsible to hear appeals of withdrawal or denial actions (except for revocation arising out of summary suspension order).

## ***REVOCATION***

Revocation of accreditation is a final action by the Council to withdraw accreditation. **Revocation actions are not appealable. (See Section 2-3-401)**

## ***SUSPENSION***

All suspensions except summary suspensions must be preceded by show-cause directives and are appealable to the Review Board.

Summary suspensions are issued when campuses/institutions cease or are believed to have ceased operations and can be challenged before the Council. After passage of the specified time, a suspension will become a revocation (Sections 2-2-301 & 2-3-401). Suspension is the result of a branch/institution's being found in noncompliance of the *Accreditation Criteria*. Suspension is a negative action and appealable to the Review Board **(See Section 2-3-402)**

## ***SUSTAINING FEES***

Sustaining fees are collected from member institutions to support the activities of Council. These are due on October 31 of each year and are based on the total educational revenue as reported on the campus's/institution's Annual Financial Report.

## ***USER FEES***

User fees are paid by branches or institutions requesting approvals from the Council including new programs, change of ownership, new branch campuses, and change of name or location.

## ***WITHDRAWAL***

Withdrawal of accreditation is the result of the Council's suspension or revocation of an institution's accreditation. This should not be confused with the withholding of accreditation.

The withdrawal of accreditation by suspension is appealable to the Review Board. The withdrawal of accreditation by revocation is not appealable. **(See Section 2-3-400)**

## ***WITHHOLDING OF ACCREDITATION (DENIAL)***

The withholding of accreditation is the refusal of the Council to grant an initial or new grant of accreditation or reinstatement of accreditation in a change of ownership control or re-designation of an institution's current level of accreditation. This is a negative action and is appealable to the Review Board.

# **APPENDICES A-D**

# APPENDIX A: MOTION LETTER EDITING AND FORMATTING

## APPENDIX B: FILE REVIEW WORKSHEET PREPARATION

The following are procedures for completing “orange” file review worksheets:

1. Following the travel cycle, campuses new to the agenda (typically visited this cycle) will have file review worksheets (orange sheets) prepared by staff. The template is located under <https://membercenter.acics.org>, under Commissioner Portal Documents/Document Templates/Orange Sheet Templates.
2. Staff complete the top portion, or block information, of the File Review Worksheet and add the findings from the report:

### Orange Sheet

<b>Campus Name</b>	
<b>Campus Address</b>	
<b>City, State Zip Code</b>	
<i>Reason on Agenda:</i>	<i>ID Code:</i>
<i>Distance Education:</i> Choose an item.	<i>No. of Findings:</i>
<i>Staff:</i>	<i>IRC:</i>
<i>Original Grant Expiration Date:</i> 12/31/Choose an item.	<i>Maximum Time Frame (mtg):</i> Choose an item.
<i>Background Information:</i> (Please summarize retention and placement, any adverse or complaints, and licensure pass rates, if applicable, in addition to other information that will be helpful in considering this application/visit.)	
	<i>IRC Recommendation:</i> Choose an item.
<i>Commissioner:</i>	<i>Commissioner Recommendation:</i> Choose an item.

**IRC:**  
**COMM:**

**FINDING**

IRC:

NEEDED:

COMMISSIONER:



**Initial Grant Visit Orange Sheet**

<b>Name of Campus</b>	
<b>Address</b>	
<b>City, State, Zip Code</b>	
<i>Reason on Agenda: IG</i>	<i>ID Code: 000XXXXX</i>
<i>DE: Choose an item.</i>	<i>No. of Findings:</i>
<i>Staff:</i>	<i>IRC:</i>
<i>Initial Retention: NN%</i>	<i>Initial Placement: NN%</i>
<i>Institutional Background: (Please summarize any information that will be helpful in considering this application, such as adverse; complaints; licensure pass rates, if applicable; current accreditation; etc.)</i>	
	<i>IRC Recommendation: Choose an item.</i>
<i>Commissioner:</i>	<i>Commissioner Recommendation: Choose an item.</i>

Under the current guidelines that allow for individual grant lengths, there should only be one orange block on a letter and one letter for each visit. Check the motion letter folders for each of your visits and ensure that a draft letter with a complete block is saved.

On the template, all fields that say “choose an item” have a drop down menu. Click the section to activate the drop down and select the appropriate entry.

Reason on Agenda: IG– Initial Grant; RA – Renewal of Accreditation; SP – Special; UA – Unannounced; ESC – Extensive Substantive Change  
 QAM-CO – Quality Assurance Monitoring: Change of Ownership QAM-OS – Quality Assurance Monitoring: Out of Scope  
 QAM-RV – Quality Assurance Monitoring: Readiness Visit  
 QAM-HC – Quality Assurance Monitoring: Higher Credential  
 QAM-DE– Quality Assurance Monitoring: Nontraditional Education Visit Report, Distance Education  
 QAM-LSV – Quality Assurance Monitoring: Learning Site Verification  
 QAM-NB – Quality Assurance Monitoring: New Branch

ID Code: Enter the full ID code for the campus. Double check this number in Personify.

No. of Findings: Enter the number of findings on the team report.

Staff: Provide your first and last name.

Distance Education: Indicate if the campus is utilizing distance education. This will apply to all QAM: DE visits or full team visits that included a distance education review.

- <50%= up to 50%
- ≥50%= 50% or more
- Consortium
- N/A= the campus does not offer distance education or did not undergo a DE review during the visit.

- Initial Retention /Placement: This information only applies to initial grant orange sheets. This number would come from the initial CAR, which is not the standard CAR report that member institutions submit.
- Max. Time Frame: Maximum Time Frame (MTF) is the maximum amount of time an **institution** has to take appropriate action to bring itself into compliance with the *Criteria*. To determine MTF, you will use the longest program of study at the institution (meaning the main and all branches) offers. This includes making maximum time frame determinations for QAM visits.
- less than one year, then their MTF is 1 year from the month of the Council meeting;
  - over 1 year but less than 2 years, then their MTF is 18 months from the month of the Council meeting. If that falls during a month that there is no Council meeting, you go with the closest Council meeting to the 18<sup>th</sup> month, but not over 18 months. For instance, if the visit file is first on the agenda in December 2012, the MTF is April 2014.
    - **December 2012** → 18 months later → June 2014 → **MTF = April 14**
      - there is no June Council meeting, so the MTF would end at the April 2014 meeting (not the August 2014 meeting)
  - 2 years or more, then their MTF is 2 years from the month of the Council meeting.
  - If unknown, the length of the longest program may be found in the team report, catalog, or CAR. Please refer to Title II, Chapter 3, Introduction a, b, and c of the *Accreditation Criteria* if needed.
- Org. Grant Exp. Date: The date in which the grant awarded by the Council was originally supposed to expire. This is always December 31, 20XX. Please complete/verify for accuracy by going the “Accreditation” tab of the institution’s record in Personify.
- Institutional Background: Initial Grant visit only. A brief summary of the background of an institution visited. The assigned staff would get the information from the catalog, initial resource report, introduction of the team’s report, or the appropriate manager who is responsible for coordinating initials.
- Background Information: All other visits. If there is pertinent information that would be helpful to commissioners as background, please include a brief summary. Such information may include, but is not limited to, accreditation by another agency, explanation of adverse or pending complaints, or special circumstances.
3. The section listing the areas of non-compliance noted in the team report is to be added to the orange sheet by staff (ACICS Intranet/AID Department/Documents/TEAM.RPT/visit cycle). The IRC committee will add their notes via the computer following the IRC heading. The Council will add their notes during their meeting in the space next to COMM.
  4. Save the orange sheet and name it by the ID Code listed on the file (i.e. 00011314) to the application in in the application in Application Documents and tag it “Orange Sheet.”

5. To begin the draft motion letter, open a new document, copy and paste the school block information from the top of the page and start the letter. This draft will include the Date, ID Code (*Use Personify code beginning with “000” or “00”*), address, salutation, and copy. Be sure to “c:” the appropriate contacts, as indicated by the template. This information is found in Personify. Save the document in the application in Application Documents and tag it “draft letter.” See below for an example.

**Example:**

<b>Campus Name</b>	
<b>Campus Address</b>	
<b>City, State Zip Code</b>	
<i>Reason on Agenda:</i>	<i>ID Code:</i>
<i>Distance Education:</i> Choose an item.	<i>No. of Findings:</i>
<i>Staff:</i>	<i>IRC:</i>
<i>Original Grant Expiration Date:</i> 12/31/Choose an item.	<i>Maximum Time Frame (mtg):</i> Choose an item.
<i>Background Information:</i> (Please summarize retention and placement, any adverse or complaints, and licensure pass rates, if applicable, in addition to other information that will be helpful in considering this application/visit.)	
	<i>IRC Recommendation:</i> Choose an item.
<i>Commissioner:</i>	<i>Commissioner Recommendation:</i> Choose an item.

September 1, 2014

ID Code 00012345(MC)

Mr. Frank Smith  
 President  
 Smith College  
 1234 Edgewood Drive  
 Acme, TX 80236

*complianceacme@smith.edu*

Dear Mr. Smith:

SMITH COLLEGE, SUNNYSIDE HILLS, FLORIDA ID CODE 00054321(LS)

- c. Mr. Samuel L. Ferguson, Florida Department of Education (Susan.Hood@fldoe.org)

6. After recommended motions have been discussed by the Intermediate Review Committee, the staff should check the orange sheet, make any content or formatting changes as needed (space for commissioners should be provided).
7. Review the motion letter in the application under the tag “Draft Letter.”

## **APPENDIX C: Deferral, Compliance Warning, Show-Cause**

1. Following the travel cycle, schools that did not receive an approval from the last Council meeting should have “orange” file review worksheets prepared. The template is located in the Member Center under Commissioner Portal Documents/Document Templates/Orange Sheet Templates/Deferral Orange Sheet Template.
2. Staff completes the top portion of the File Review Worksheet and drafts motion letters, following the outline above. The findings and reason on agenda will differ slightly. (see below) Staff should be sure to update the orange block information to the current data.

### Original / Remaining

Findings: Enter the original number of findings and the findings remaining for the current session of Council.

Reason on Agenda: After the reason code add the number of times the applications has already been on the Council agenda. For example, if a renewal of accreditation application first appeared before Council in December 2016 and was deferred to April 2017, the reason on the agenda would read, RA1. If that same application was placed on Compliance Warning or Show Cause for the next council meeting in August 2017, the reason on the agenda would read RA2, and so on.

Status: Provide a brief explanation of what has taken place to date. For example: “The campus was visited during the spring 2016 cycle for a new grant. There were 12 findings. The campus was deferred until the December 2016 Council Meeting with 1 remaining findings.”

### Background Information

If there is additional pertinent information, such as open adverse/external information, a pending complaint, or special circumstances, please provide a brief summary.

3. A section listing the findings and action to be taken noted in the motion letter must be posted by staff. You will review the response and add your notes to the orange sheet. The Council will add their notes during their meeting.
4. You must indicate how the campus responded to each finding and whether you have found the item corrected/resolved by indicating “OK” or “NO.” Indicate why you believe the response answers all, part, or none of the area of non-compliance. Focus on providing written notes that will help the commissioners reviewing the file. Save the orange sheet in the application in the Commissioner Portal/Application Documents and tag it as “Orange Sheet.”

**Deferral Orange Sheet**

<b>Name of Campus</b>	
<b>Address</b>	
<b>City, State, Zip Code</b>	
<i>Reason on Agenda:</i>	<i>ID Code: 000XXXXX</i>
<i>Distance Education: Choose an item.</i>	<i>No. of Original/Remaining Findings: /</i>
<i>Staff:</i>	<i>IRC:</i>
<i>Original Grant Expiration Date: 12/31/ Choose an item.</i>	<i>Maximum Time Frame (mtg): Choose an item.</i>
	<i>Date First Appeared on Agenda: Choose an item.</i>
<i>Current Status:</i>	
<i>Background Information: (Please summarize retention and placement, any adverse or complaints, and licensure pass rates, if applicable, in addition to other information that will be helpful in considering this application/visit.)</i>	
<i>IRC Recommendation: Choose an item.</i>	
<i>Commissioner:</i>	<i>Commissioner Recommendation: Choose an item.</i>

**IRC:**  
**COMM:**

**FINDING**

IRC:

NEEDED:

COMMISSIONER:

**Initial Grant Visit Deferral Sheet**

<b>Name of Campus</b>		
<b>Address</b>		
<b>City, State, Zip Code</b>		
<i>Reason on Agenda: IG</i>	<i>Level: Choose an item.</i>	<i>ID Code: 000XXXXX</i>
<i>Distance Education: Choose an item.</i>		<i>No. of Original/ Remaining Findings: /</i>
<i>Staff:</i>		<i>IRC:</i>
<i>Initial Retention: NN%</i>		<i>Date First Appeared on Agenda: Choose an item.</i>
<i>Initial Placement: NN%</i>		
<i>Institutional Background: (Please summarize information that will be helpful in considering this application, such as adverse; complaints; licensure pass rates, if applicable; current accreditation; etc.)</i>		
<i>Current Status:</i>		
<i>IRC Recommendation: Choose an item.</i>		
<i>Commissioner:</i>		<i>Commissioner Recommendation: Choose an item.</i>

- Decide on the recommended action and choose the appropriate motion letter template, located in the Commissioner Portal under Document Templates/Motion Letter Templates. Select the template by the code that matches the appropriate action.

6. Copy the motion letter template to the draft motion letter, immediately “Save” the new document as the campus ID code in the application in the Commissioner Portal under Application Documents and tag it as “Draft Letter.”

<b>Southwestern College</b> <b>29 University Run</b> <b>Asheville, NC 28803</b>	
<i>Reason on Agenda:</i> RA1	<i>ID Code:</i> 00011203
<i>Distance Education:</i> up to 50%	<i>No. of Original/Remaining Findings:</i> 11 /2
<i>Staff:</i> Erin Peabody	<i>IRC:</i> Jackson Reibus
<i>Original Grant Expiration Date:</i> 12/31/ 2016	<i>Maximum Time Frame (mtg):</i> APR18
	<i>Date First Appeared on Agenda:</i> APR16
<i>Current Status:</i> The institution first appeared before Council during the April 2016 Council meeting with eleven findings. The institution was deferred to the August 2016 Council meeting with two remaining findings.	
<i>Background Information:</i> The institution’s current retention rate is 78% and placement stands at 81%. There are no other concerns (i.e. complaints, external info, etc.)	
<i>IRC Recommendation:</i> Approval	
<i>Commissioner:</i> Pauline Messing	<i>Commissioner Recommendation:</i> Approval-3 years

September 1, 2014

ID Code 00011203(MC)

Mr. Ronald Thompson  
Executive Director Southwestern  
College  
29 University Run  
Asheville, NC 28803

[acicsinfo@southwesterncollegenc.edu](mailto:acicsinfo@southwesterncollegenc.edu)

**Subject: Renewal of Accreditation Approval**

Dear Mr. Thompson:

## APPENDIX D: SAMPLE ORANGE SHEETS

<b>Southwestern College</b> <b>29 University Run</b> <b>Asheville, NC 28803</b>	
<i>Reason on Agenda:</i> <i>RA1</i>	<i>ID Code:</i> 00011203
<i>Distance Education:</i> up to 50%	<i>No. of Original/Remaining Findings:</i> 11 /2
<i>Staff:</i> Erin Peabody	<i>IRC:</i> Jackson Reibus
<i>Original Grant Expiration Date:</i> 12/31/ 2016	<i>Maximum Time Frame (mtg):</i> APR18
	<i>Date First Appeared on Agenda:</i> APR16
<i>Current Status:</i> The institution first appeared before Council during the April 2016 Council meeting with eleven findings. The institution was deferred to the August 2016 Council meeting with two remaining findings.	
<i>Background Information:</i> The institution’s current retention rate is 78% and placement stands at 81%. There are no other concerns (i.e. complaints, external info, etc.)	
<i>IRC Recommendation:</i> Approval	
<i>Commissioner:</i> Pauline Messing	<i>Commissioner Recommendation:</i> Approval-3 years

**IRC: OK**  
**COMM: Agreed**

1	<b>(Sections 3-1-100 and 3-1-102)</b>	There are no supporting objectives to the campus mission, and therefore is unable to appropriately implement its mission (page 6).
---	---------------------------------------	--

IRC: The Board of Trustees met and revised the campus mission including supporting objectives. The objectives are reasonable, have been disclosed in the catalog, and support the implementation of the mission.

NEEDED: N/A

COMMISSIONER: The information submitted by the institution sufficiently evidence supporting objectives.

---

**IRC: OK**  
**COMM: Agreed**

2	<b>(Section 3-1-303(a) and 3-1-432 (b))</b>	The financial records of the students do not clearly show the charges and dates for the posting of tuition, fees, and other charges (page 14).
---	---	--

IRC: The system used by the campus to track a student’s financial record did not clearly show all of the information required by the *Accreditation Criteria*. The campus provided proof of updating their system and examples of student records verifying that all of the required information can now be found on a student’s ledger card.

NEEDED: N/A

COMMISSIONER: The institution's evidence of an updated tracking system and sample student records sufficiently addresses the issue.

---

## **APPENDIX E: SAMPLE DRAFT ACTION LETTERS**

### **RENEWAL OF ACCREDITATION APPROVAL**

December 20, 2016

ID Code 00022603(BC)

**VIA EMAIL AND REGULAR MAIL**

*acics42@national-college.edu*

Ms. Mary Houston  
Campus Director  
National College  
2576 Thousand Oaks Cove  
Memphis, TN 38115

**Subject: Renewal of Accreditation Approval Letter**

Dear Ms. Houston:

The Council has acted to award your campus a renewal of accreditation to offer programs through the academic associate's degree level through December 31, 2019.

Please note that the campus will be expected to formally apply for renewal of accreditation and submit a self-study by at least September 30<sup>th</sup> of the year prior to the last year of the grant of accreditation.

The Council's renewal of this grant is an expression of its confidence that the campus will continue to review, monitor, and revise its operations in order to ensure the high quality of education toward which we must all strive. Please contact Mr. Maurice Wadlington at [mwadlington@acics.org](mailto:mwadlington@acics.org) or (202) 336-6779 if you have any questions.

Roger J. Williams  
Interim President

c: Ms. Julie Woodruff, Tennessee Higher Education Commission ([Julie.woodruff@tn.gov](mailto:Julie.woodruff@tn.gov))  
Ms. Theresa Sisneros, Commission on Accreditation of Allied Health Education Programs  
([Theresa@caahep.org](mailto:Theresa@caahep.org))  
Dr. Claire Dixon-Lee, Commission on Accreditation of Health Informatics and Information  
Management ([Claire.dixon-lee@cahiim.org](mailto:Claire.dixon-lee@cahiim.org))  
Ms. Cathy Sheffield, Accreditation and State Liaison, U.S. Department of Education  
([aslrecordsmanager@ed.gov](mailto:aslrecordsmanager@ed.gov))  
Mr. Ralph Lobosco, U.S. Department of Education, Kansas City School Participation Team -  
Region VII ([ralph.lobosco@ed.gov](mailto:ralph.lobosco@ed.gov))

## **RENEWAL OF ACCREDITATION- DEFERRAL**

December 22, 2016

ID Code 00024921(MC)

Ms. Jean Foster  
Chief Operations Officer  
California Miramar University  
3550 Camino Del Rio North, Suite 208  
San Diego, CA 92108

*acics@calmu.edu*

CALIFORNIA MIRAMAR UNIVERSITY, SAN DIEGO, CA  
DEPAUL EVANGELIZATION CENTER, MONTEBELLO, CA

ID CODE 00024921(MC)  
ID CODE 00276605(LS)

### **Subject: Renewal of Accreditation Deferral Letter**

Dear Ms. Foster:

The Council considered your campus's application for a renewal of accreditation, the visit report, and the responses. The visit yielded 15 findings, of which the institution has satisfied 12. As a result of its review, the Council requires additional information in the following areas of the *Accreditation Criteria*:

1. Not all staff have a signed job description or annual performance reviews (Sections 3-1-202(b) and 3-1-303(a)). In response to the finding, the institution submitted a newly established uniform method of organizing human resources documents within each employee's file. However, this documentation did not meet Council standards due to the following: signed job descriptions and annual performance reviews for faculty and staff were not included in the response.
2. Follow-up studies on employer satisfaction surveys are not being conducted at specific measuring points post placement (Sections 3-1-441(c) & 3-1-701 and Appendix C). In response to the finding, the institution addressed practices that might increase their response rate. However, this documentation did not meet Council standards due to the following: The procedure of surveying graduate satisfaction post placement was not executed. The institution has also included statements in their catalog that state that the United States Department of Education and ACICS require the institution to contact its graduates' employers. The United States Department of Education and ACICS do not require any institution to contact graduates' employers.
3. There is insufficient documentation on the utilization of community resources in all programs (Section 3-1-512(c) and Glossary). In response to the finding, the institution submitted a narrative of all the community service projects with which they are involved. However, this documentation did not meet Council standards due to the following: the response did not detail community resources that are utilized to enhance student enrichment and potential career opportunities instead of community services.

### **Council Action**

Therefore, in recognition of the campus's efforts to address areas requiring an explanatory response, the Council acted to extend the current grant of accreditation through April 30, 2017, and to defer further action on the renewal of accreditation until its April 2017 meeting pending receipt of the following information:

1. A list of current faculty and staff and corresponding signed job descriptions and annual performance reviews.
2. Evidence that graduate and employer surveys are sent out at a specified time following placement. The institution must disclose what specific measuring points will be used for assessment and submit a summary of findings once surveys have been collected. The institution must also submit graduate and employer surveys. Additionally, language that the institution's accreditor and the United States Department of Education require the institution to contact graduates' employers must be removed from all the institution's publications. Revised copies of all documents and publications that contain this language must be submitted with the response.
3. Evidence that a variety of community resources is being used to enhance student enrichment and potential career opportunities. Documentation must include, but is not limited to, a plan for the future use of community resources during each term by faculty and a schedule of community resource usage for the 2016-2017 academic year. The campus must also submit a synopsis of each community resource activity that is scheduled to occur prior to February 15, 2017, sign-in sheets that evidence student attendance, signed student waiver forms, acceptance and presentation by guest speakers, and evidence of students on field trips or in other community activities.

The information or reports listed above must be received in the Council office electronically by **February 28, 2017**. Failure to provide all information requested by the Council may result in the denial of your institution's application.

The Council is obligated to take adverse action against any institution that fails to come into compliance with the Accreditation Criteria within established time frames without good cause. Please consult the Introduction of Title II, Chapter 3, for additional information.

Please contact Mr. Maurice Wadlington at [mwadlington@acics.org](mailto:mwadlington@acics.org) or (202) 336-6779 if you have any questions.

Sincerely

Roger J. Williams  
Interim President

c: Ms. Leeza Rifredi, Bureau for Private Postsecondary Education ([Leeza.Rifredi@dca.ca.gov](mailto:Leeza.Rifredi@dca.ca.gov))

# Welcome to Spring 2017 IRC

**Date on Motion Letters:** May 1, 2017

**Deferrals:** Extend grant through: September 5, 2017

Continue grant through: December 31, 2017

**Institutional Response Due:** October 31, 2017

## **Grant Lengths:**

2 year= December 31, 2019

3 years=December 31, 2020

4 year= December 31, 2021

5 year= December 31, 2022

6 year= December 31, 2023

Level 1: Diploma/Certificate

Level 2: Occupational Associate's  
Degree

Level 3: Academic Associate's Degree

Level 4: Bachelor's Degree

Level 5: Master's Degree

Level 6: Doctoral Degree

## Computer Log In

Username:

acics/commissioner

Password: acics

## Restroom Codes:

Ladies: 7501\*

Gentleman: 7502\*

## Wireless Password:

##ACICS\_Guest##

## **Retention**

Benchmark: 70% Compliance: 60%

## **Placement**

Benchmark: 70% Compliance: 60%

**Case Name:** *In the Matter of* Accrediting Council for Independent Colleges and Schools

**Docket No.:** 16-44-O

**Filing Party:** Respondent, Accrediting Council for Independent Colleges and Schools

**Exhibit No.:** B-O-103



## Canons of Ethical Behavior

Revised: September 2016

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**By signing below, I acknowledge that I have read and will abide by these Canons of Ethical Behavior.**

\_\_\_\_\_  
Full Name

\_\_\_\_\_  
Signature & Date



# ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

## Canons of Ethical Behavior

Revised: September 2011

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(b)(6)

Full Name

Signature & Date

10/1/11



## Canons of Ethical Behavior

Revised: August 2016

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6. I will refrain from any business activity inappropriate, in fact or appearance, relative to accreditation responsibilities, including soliciting consulting work from an ACICS-accredited institution or accepting fees from an ACICS-accredited institution or affiliated third party for any service as a consultant.
7. I will decline to serve on any evaluation team which is responsible for evaluating any institution or branch of any institution I have or prospectively intends to be involved in, in any capacity.
8. I will contact ACICS and ask to be placed on "inactive" status should I accept any consulting offer from any ACICS-accredited institution resulting in any compensation.
9. I will decline any consulting request from an institution for which I have served as a team member for three years following the visit, regardless of my status as an evaluator.

**By signing below, I acknowledge that I have read and will abide by these Canons of Ethical Behavior.**

**George Fakhoury**

(b)(6)

Full Name

Signature & Date



ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS  
**Canons of Ethical Behavior**

Revised: September 2016

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(b)(6)

Print Name



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Revised September 2014

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**Canons of Ethical Behavior**

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acics.org



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**Judee A. Timm**

Full Name

(b)(6)



**Canons of Ethical Behavior**

Revised: September 2016

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(b)(6)

## **INTERMEDIATE REVIEW COMMITTEE RESPONSIBILITY AND CONFIDENTIALITY**

Each Intermediate Review Committee participant is required to read and abide by the Canons of Ethical Responsibility as adopted by the Council. The seven Canons of Ethical Responsibility are:

1. An IRC member shall uphold the integrity of the accreditation process.
2. An IRC member shall avoid impropriety and the appearance of impropriety in all activities.
3. An IRC member shall perform the duties impartially and diligently.
4. An IRC member shall refrain from any business activity inappropriate to accreditation responsibilities.
5. An IRC member shall initiate immediately full and open disclosure of any negotiations for or the actual assumption of ownership or control of an institution with which he/she may be directly or indirectly involved.
6. An IRC member shall preserve the confidentiality of the proposed Council action deliberations and of the institutional information to which he/she is privy.
7. An IRC member shall, in representing ACICS, subscribe to the ACICS policy on Discrimination and Harassment in his or her dealings and interaction with the ACICS staff, other members of the committee, or any person affiliated with an institution in his or her capacity as an IRC member. An IRC member is obligated to report to the ACICS Executive Director any action that he or she perceives to be discrimination or harassment. (The ACICS Policy on Discrimination and Harassment is disclosed on the following page.)

In adopting the Canons of Ethical Responsibility, the Council has put into words the expectations of those individuals selected to support the Council in its activities.

The Council encourages individuals to assist institutions in improving and upgrading themselves but requires that when significant assistance is provided to an institution, this individual will disclose this fact and refrain from taking part in any file review or proposed action concerning this institution.

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Ruby Elaine Cue	Campus President-Retired
IRC Participant Name	Institution/Employer Affiliation
 Ruby Elaine Cue	October 30, 2019
Signature	Date

Please provide any institutions with which you may have a conflict of interest:

1. Delta Education/Miller-Motte
2. EDMC/Brown Mackie/Art Institutes
- 3.
- 4.
- 5.
- 6.

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Joyce Strout

J.B. STROUT & Co.

IRC Participant Name

Institution/Employer Affiliation

(b)(6)

May 20, 2020

May 20, 2020

Date

Please provide any institutions with which you may have a conflict of interest:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

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Timothy A. Peterson

Brown College/Retired

Institution/Employer Affiliation

*May 16, 2020*  
March 1, 2017

Date

(b)(6)

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- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

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Edgar Krissler

RETIRED

IRC Participant Name

Institution/Employer Affiliation

(b)(6)

November 4, 2016

Signature

Date

Please provide any institutions with which you may have a conflict of interest:



## **Intermediate Review Committee Responsibility and Confidentiality**

*v. September 2019*

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Each Intermediate Review Committee participant is required to read and abide by the Canons of Ethical Responsibility as adopted by the Council. The seven Canons of Ethical Responsibility are:

1. An IRC member shall uphold the integrity of the accreditation process.
2. An IRC member shall avoid impropriety and the appearance of impropriety in all activities.
3. An IRC member shall perform the duties impartially and diligently.
4. An IRC member shall refrain from any business activity inappropriate to accreditation responsibilities.
5. An IRC member shall initiate immediately full and open disclosure of any negotiations for or the actual assumption of ownership or control of an institution with which he/she may be directly or indirectly involved.
6. An IRC member shall preserve the confidentiality of the proposed Council action deliberations and of the institutional information to which he/she is privy.
7. An IRC member shall, in representing ACICS, subscribe to the ACICS policy on Discrimination and Harassment in his or her dealings and interaction with the ACICS staff, other members of the committee, or any person affiliated with an institution in his or her capacity as an IRC member. An IRC member is obligated to report to the ACICS Executive Director any action that he or she perceives to be discrimination or harassment. (The ACICS Policy on Discrimination and Harassment is disclosed on the following page.)

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(b)(6)

Indian University  
Institution/Employer Affiliation

3/8/2020  
Date

Please provide any institutions with which you may have a conflict of interest:

- 1.
- 2.
- 3.
- 4.
- 5.

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Lisa Bynoe-Plaskett

None/ Public

IRC Participant Name

Institution/Employer Affiliation

(b)(6)

2/25/2020 | 3:23 AM PST

Signature

Date

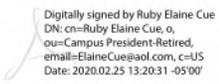
Please provide any institutions with which you may have a conflict of interest:

- 1.
- 2.
- 3.
- 4.
- 5.

None

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Ruby Elaine Cue	Campus President-Retired
_____ IRC Participant Name	_____ Institution/Employer Affiliation
Ruby Elaine Cue  Digitally signed by Ruby Elaine Cue DN: cn=Ruby Elaine Cue, o, ou=Campus President-Retired, email=ElaineCue@aol.com, c=US Date: 2020.02.25 13:20:31 -05'00'	February 25, 2020
_____ Signature	_____ Date

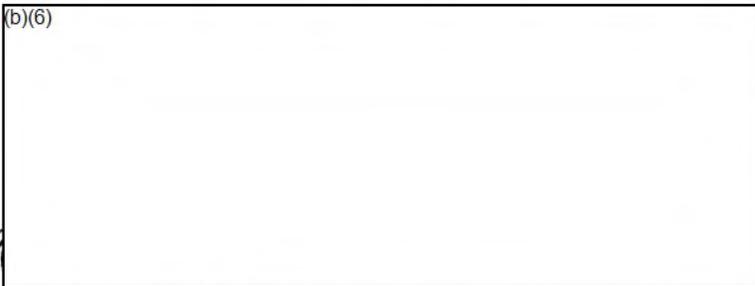
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(b)(6)



self-employed  
Institution/Employer Affiliation

3-9-20

Signature

Date

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- 1.
- 2.
- 3.
- 4.
- 5.

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**Donna Reed**

(b)(6)

Signature

**WGU**

Institution/Employer Affiliation

**02/29/2020**

Date

Please provide any institutions with which you may have a conflict of interest:

- 1.
- 2.
- 3.
- 4.
- 5.

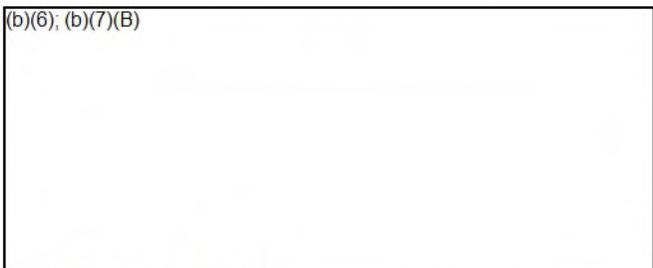
Intermediate Review Committee Responsibility and Confidentiality

Page 2

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(b)(6); (b)(7)(B)



Signature *[Handwritten Signature]*

*Texas Wesleyan University*  
Institution/Employer Affiliation

*3/16/2020*  
Date

Please provide any institutions with which you may have a conflict of interest:

1. *none*
- 2.
- 3.
- 4.
- 5.