



NEW GRANT

WESTWOOD COLLEGE-ONLINE

10249 Church Ranch Way

Broomfield, CO 80021

ACICS ID Code: 00023709

Mr. Louis Pagano, Chief Operating Officer (lpagano@westwood.edu)
23709@westwood.edu

MAIN CAMPUS

Westwood College- Los Angeles

Los Angeles, CA

ACICS ID Code: 00011142

February 5-7, 2014

Mr. Terry Campbell	Chair and Facilities	Kaplan University Online	Okeechobee, FL
Dr. Michele Ernst	Student-Relations Specialist	Former President, Brown College	Chaska, MN
Dr. Andrea Olson	Distance Education Activities and Master in Business Administration Specialist	Executive Director of Research and Development, Program Director, Grad. Studies	Aitkin, MN
Dr. Scot Ober	Educational Activities, Library, and Business Programs Specialist	President, Words Etc. Inc.	Tucson, AZ
Ms. LaVerne Lewis	Criminal Justice and Paralegal Specialist	Mt. Hood Community College	Gresham, OR
Mr. Charles Saunders	Graphic Design and Electronics Specialist	Program Director	Owens Cross Roads, AL
Mr. Ernest Johnson	Information Technology Specialist	Kaplan University	Memphis, TN
Ms. Lori Claus	Interior Design, CAD, and Architectural Design	EDMC	Pittsburg, PA
Ms. Kristal Bushong	Medical Specialist	American National University	Salem, VA
Ms. Torri Hayslett	Staff Representative	ACICS	Washington, DC

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

**PROGRAMS OFFERED BY
WESTWOOD COLLEGE ONLINE
BROOMFIELD, COLORADO**

CREDENTIAL EARNED	ACICS CREDENTIAL	APPROVED PROGRAM TITLE	Clock Hrs.	Qtr. Hrs.	Enroll: Full- time/ Part-time	CAR Retention & Placement			
						2012		2011	
						Ret.	Pla.	Ret.	Pla.
Associate of Occupational Studies	Occupational Associate	Information Technology	1265	91.5	48	N/A	N/A	N/A	N/A
Associate of Applied Science	Academic Associate	Business Administration	910	90	166	64%	100%	50%	N/A
Associate of Applied Science	Academic Associate	Computer Aided Design – Architectural Drafting	1180	90	152	54%	100%	73.4%	N/A
Associate of Applied Science	Academic Associate	Criminal Justice	905	90	122	56%	67%	56.8%	N/A
Associate of Applied Science	Academic Associate	Graphic Design	1180	90	122	57%	61%	57.8%	82.1%
Associate of Applied Science	Academic Associate	Information Technology	1225	90	84	56%	66%	62.5%	60%
Associate of Applied Science	Academic Associate	Medical Office Management	945	90	58	73%	100%	N/A	N/A
Associate of Applied Science	Academic Associate	Medical Insurance Coding and Billing	1080	90	135	71%	N/A	N/A	N/A
Associate of Applied Science	Academic Associate	Paralegal	925	90	78	53%	65%	54.4%	51.9%
Bachelor of Science	Bachelor	Business Administration: Major in Management	1820	180	93	58%	89%	52.2%	66.7%
Bachelor of Science	Bachelor	Business Administration: Major in Human Resource Management	1820	180	35	59%	N/A	81.1%	N/A
Bachelor of Science	Bachelor	Business Administration: Major in Marketing Management	1820	180	38	69%	92%	70%	100%
Bachelor of Science	Bachelor	Business Administration: Major in Project Management	1820	180	7	45%	N/A	66.7%	N/A
Bachelor of Science	Bachelor	Business Administration: Major in Accounting and Financial Management	1820	180	8	91%	76%	70.3%	87.5%
Bachelor of Science	Bachelor	Business Administration: Major in Healthcare Management	1820	180	6	87%	53%	59.2%	75%
Bachelor of Science	Bachelor	Criminal Justice: Major in Administration	1820	180	58	73%	66%	53.7%	70%
Bachelor of Science	Bachelor	Criminal Justice: Major in Corrections	1805	180	8	31%	N/A	84.2%	N/A
Bachelor of Science	Bachelor	Criminal Justice: Major in Investigations	1820	180	22	41%	N/A	71.7%	N/A
Bachelor of Science	Bachelor	Graphic Design: Major in Animation	2330	180	3	72%	33%	70.1%	51.6%
Bachelor of Science	Bachelor	Graphic Design: Major in Game Art	2325	180	20	88%	25%	71.7%	31.5%

Bachelor of Science	Bachelor	Graphic Design: Major in Visual Communications	2305	180	42	74%	62%	68.8%	80.8%
Bachelor of Science	Bachelor	Interior Design	2330	180	6	83%	42%	60.7%	56.3%
Bachelor of Science	Bachelor	Graphic Design: Major in Web Design	2305	180	39	72%	62%	67.9%	81.3%
Bachelor of Science	Bachelor	Business Administration: Major in Fashion Merchandising	1995	195	11	81%	88%	73.3%	93.3%
Bachelor of Science	Bachelor	Information Technology: Major in Network Management	2350	180	37	77%	85%	60.3%	66.7%
Bachelor of Science	Bachelor	Information Technology: Major in Systems Security	2350	180	26	83%	81%	65.7%	89.3%
Bachelor of Science	Bachelor	Information & Network Technology: Major in Computer Forensics	2305	180	17	59%	100%	90%	N/A
Bachelor of Science	Bachelor	Software Development: Major in Game Software Development	2145	180	152	52%	43%	56.8%	51.5%
Master of Business Administration	Master	Master of Business Administration	540	54	69	80%	88%	79.7%	70.2%
Bachelor of Arts +++	Bachelor of Arts	Management	1995	195	1				
Bachelor of Science+++	Bachelor of Science	Computer Network Management	2360	187	1				
Bachelor of Science+++	Bachelor of Science	Criminal Justice	1995	197.5	2				
Bachelor of Science+++	Bachelor of Science	Game Art	2605	199.5	2				
Bachelor of Science+++	Bachelor of Science	Information Systems Security	2380	187	1				
Bachelor of Science+++	Bachelor of Science	Game Software	2385	196	1				
Bachelor of Science+++	Bachelor of Science	Visual Communications	2640	200.5	1				
Non-degree++++	Non-degree				3				

**TOTAL
ENROLLMENT**

1662

Notes: Typed in bold are any retention rates below 65% (programs >1 year in length) or 70% (programs =<1 in length) and any placement rates below 70%.

+++ Classes in teach out mode with last class completion, October 2014

++++ Non-degree, student is just taking a class without a major

INTRODUCTION

Westwood College-Online is one of sixteen campuses located in Colorado, Illinois, Georgia, and Virginia. Westwood College is a wholly-owned entity of Wesgray Corporation which is wholly-owned subsidiary of Westwood College, Inc.

The Westwood College Online campus was approved in August 2008 as an additional location of Westwood College Online, Los Angeles, California and the first term was in May 2009. The Online campus offers its courses and programs from Broomfield, Colorado. This campus is located in a business district.

Based on the most recent data available, the Campus Effectiveness Plan reports the student population is 53% female and 47% male; and the average age is 33.34 years. Of those reporting it on the survey form provided when the most recent data was collected, the ethnicity of the student population was 21% African American, 46% Caucasian, 3% Hispanic, 1% Native American, 2% Asian/Pacific Islands, and 27% of the students not reporting their ethnicity.

It is important to note that all Westwood College campuses converted to a curriculum called the Career Advantage Program (CAP) in 2012. All programs were reviewed by system curriculum committees and modified to be more efficiently delivered. A major change resulting from the implementation of the CAP curriculum is that most courses were granting 3.5 quarter credits to 4.5 quarter credits. The CAP curriculum model is an effort to ensure Westwood College is offering the most updated programs as possible to better prepare their graduates for employment. In addition, this model closely resembles the standard semester credit model and allows for the possibility of easier transferability to institutions external to Westwood College. Due to this revision the following bachelor programs are in teach out mode with expected close out October 2014. There are 7 bachelor's degree programs; Management (1 student), Computer Network Management (1 student), Criminal Justice (2 students), Game Art (2 students), Information Systems Security (1 student), Software Development (1 student), and Visual Communications (1 student).

1. MISSION

- 1.01 Give the page number in the campus catalog on which the mission statement can be found.
 The Westwood College-Online mission statement is located on page 8 in the 2014 Academic Catalog, Westwood College- Online.
- 1.02 Does the campus have an appropriate mission statement with a set of supporting objectives?
 Yes No
- 1.03 Are the objectives devoted substantially to career-related education?
 Yes No
- 1.04 Are the objectives reasonable for the following?
 (a) The programs of instruction
 Yes No
 (b) The modes of delivery.
 Yes No
 (c) The facilities of the campus.
 Yes No
- 1.05 Are the mission statement and supporting objectives appropriately disclosed in the campus catalog and in other publications that are readily available and understandable to the public?
 Yes No
- 1.06 Is the campus committed to successful implementation of its mission?
 Yes No
- 1.07 Does the campus have a current Campus Effectiveness Plan (CEP)?
 Yes No
- 1.08 If the campus is an additional location, does the additional location have its own CEP, separate from the main campus IEP?
 Yes No Not Applicable

- 1.09 Does the CEP describe the following?
- (a) The characteristics of the programs offered.
 Yes No
- (b) The characteristics of the student population.
 Yes No
- (c) The types of data that will be used for assessment.
 Yes No
- (d) Specific goals to improve the educational processes.
 Yes No
- (e) Expected outcomes of the plans.
 Yes No
- 1.10 Are the following five required elements evaluated in the CEP?
- (a) Student retention.
 Yes No
- (b) Student placement.
 Yes No Not Applicable (new additional location only)
- (c) Level of graduate satisfaction.
 Yes No Not Applicable (new additional location only)
- (d) Level of employer satisfaction.
 Yes No Not Applicable (new additional location only)
- (e) Student learning outcomes.
 Yes No
- 1.11 Define the student learning outcomes used by the campus and how these outcomes are being assessed.
 The data used to demonstrate learning outcomes in the educational programs includes data that supports the acquisition of appropriate skill sets and knowledge. This data consists of retention and placement rates, student and graduate satisfaction surveys, employer satisfaction surveys, student's grades, and instructor classroom observations.
- 1.12 Are the following identified and described in the CEP?
- (a) The baseline data for each outcome.
 Yes No Not Applicable
- (b) The data used by the campus to assess each outcome.
 Yes No Not Applicable
- (c) How the data was collected.
 Yes No Not Applicable
- (d) An analysis and summary of the data collected and an explanation of how the data will be used to improve the educational processes.
 Yes No Not Applicable
- 1.13 Has the campus published annual placement and retention goals in its CEP that take into account its rates from the last three Campus Accountability Reports and that demonstrate its ability to maintain or improve retention and placement outcomes?
 Yes No Not Applicable (new additional location or initial applicant only)
- 1.14 Has the campus published specific activities that will be undertaken to meet placement and retention goals?
 Yes No Not Applicable (new additional location only)
- 1.15 Describe the specific activities that the campus will undertake to meet these goals.
- Retention
- Westwood College Online established a retention rate goal of 70% for 2014.
 - The campus streamlined the communication process between instructors and academic advisors. This allows for earlier identification of at-risk students.
 - The campus will look at improving inside coaching to assist students.
 - Work toward improving faculty monitoring and ensure faculty are meeting online teaching standards.
 - During week 1 of classes, there has been implementation of a video announcement submitted by the instructor.

- Program chairs also embedded video announcements introducing themselves to their program students.
- Placement
- Improve evaluating process of employment rates and other employment data.
- The Career Services Team will meet with the academic dean, and program chairs to review Program Advisory Committee recommendations for additional job leads.
- The career advisor will attend Adobe Connect room meeting with students. This will provide students with information and tips for students first mock interview.
- The campus implemented an exit interview process and graduation packets for all graduates.
- The campus will continue to focus on improving the performance and user friendliness in the classrooms.
- Career Services schedules guest speaker webinars in areas of career interest.

1.16 Does the campus have documentation to show the following?

(a) That the CEP has been implemented.

Yes No

(b) That specific activities listed in the plan have been completed.

Yes No

(c) That periodic progress reports have been completed.

Yes No

1.17 Who is responsible for implementing and monitoring the CEP? Describe this individual's qualifications. If a committee is utilized please describe the committee.

Mr. Louis Pagano is the chief operating officer at Westwood College Online campus and responsible for implementing and monitoring the campus effectiveness plan (CEP). He is assisted with the CEP by a campus steering committee consisting of the executive assistant, onsite administrator, director of student services, vice president admissions, academic dean, director of marketing, and academic operations managers. Mr. Pagano began his Westwood College career in 2001. He became the online chief operating officer September 2010. He holds a bachelor's degree in Electrical Engineering from the University at Buffalo, The State University of New York and a master's degree in Engineering Management from National Technological University, Fort Collins, Colorado. He brings to the campus over twenty years of management experience.

1.18 Does the campus have documentation to show that the CEP is evaluated at least annually?

Yes No Not Applicable (new additional location or initial applicant only)

GENERAL COMMENTS:

The CEP provided to the team meets Council expectations for CEP content.

2. ORGANIZATION

2.01 Is the following information regarding the campus appropriately stated in the catalog?

(a) Governance, control, and corporate organization.

Yes No

(b) Names of the trustees, directors, and/or officers.

Yes No

(c) Names of the administrators.

Yes No

2.02 Does the campus:

(a) Adequately train its employees?

Yes No

(b) Provide them with constant and proper supervision?

Yes No

(c) Evaluate their work?

Yes No

2.03 Is the administration of the campus efficient and effective?

Yes No

2.04 Does the campus maintain written documentation to show that faculty and staff members:

(a) Clearly understand their duties and responsibilities?

Yes No

(b) Know the person to whom they report?

Yes No

(c) Understand the standards by which the success of their work is measured?

Yes No

2.05 Does the administration maintain documentation of the evaluation of the faculty and staff?

Yes No

2.06 Has the campus adopted a policy on academic freedom that has been communicated to the faculty?

Yes No

2.07 Does the campus have an appropriate grievance policy for faculty and staff?

Yes No

2.08 Does the campus catalog or the student handbook contain an appropriate grievance policy for students that includes the name and address of ACICS?

Yes No Not Applicable (initial applicants only)

2.09 Who is responsible for the financial oversight of the campus, and what are this person's qualifications?

Mr. Louis Pagano is responsible for financial oversight of the campus. As previously stated, Mr. Pagano began his Westwood College career in 2001. He became the online chief operating officer September 2010. He holds a bachelor's degree in Electrical Engineering from the University at Buffalo, The State University of New York and a master's degree in Engineering Management from National Technological University, Fort Collins, Colorado. He brings to the campus over twenty years of management experience.

GENERAL COMMENTS:

Even though the class delivery system is online format, interviews with faculty and students promotes a spirit of cooperation and open communication among students, staff, and faculty.

3. ADMINISTRATION

3.01 Is there evidence that the chief on-site administrator(s) or the self-study coordinator for the campus attended an accreditation workshop within 18 months prior to the final submission of the self-study?

Yes No

3.02 Are all staff well trained to carry out administrative functions?

Yes No

3.03 Who is the on-site administrator, and what are this person's qualifications?

Mr. Ralph Freye is the onsite administrator and vice president of student services. He began his Westwood College career 2010. He holds a bachelor's degree in Accounting from Ferris State University, Big Rapids, Michigan and a master's degree in Business Administration from Argosy University, Chicago, Illinois. He brings to the campus over eighteen years of management experience.

3.04 Does the campus list degrees of staff members in the catalog?

Yes No

If Yes, is appropriate evidence of the degrees on file?

Yes No

3.05 Is there evidence that the campus keeps adequate records to support the following administrative operations?

(a) Financial aid activities.

Yes No Not Applicable (campus does not participate in financial aid)

(b) Admissions.

 Yes No

(c) Curriculum.

 Yes No

(d) Accreditation and licensure.

 Yes No

(e) Guidance.

 Yes No

(f) Instructional resources.

 Yes No

(g) Supplies and equipment.

 Yes No

(h) The school plant.

 Yes No

(i) Faculty and staff.

 Yes No

(j) Student activities.

 Yes No

(k) Student personnel.

 Yes No

If *No* for any applicable item, insert the section number in parentheses and explain:

(Section 3-1-303(a)): The campus does not keep adequate records as it relates to accreditation and licensure on the CAR, specifically regarding, placement, attestations, and waiver verification. Below is a list of graduates that have signed attestations for placement in various programs. After sampling 17 graduate files for attestations, the team could not determine if any of the graduates who attested to being placed in a position were able to benefit from the skills and knowledge learned in the program; needed the credential to obtain a new position; completed the credential for possible future promotion; improved job-related skills; or completed the credential for professional development. Therefore, the team cannot verify that the students placed as result of an attestation were done so appropriately. For example:

- Ms. Alicia Bickford, graduate of the Bachelor's degree in Business Management program, works at Wal-Mart, Inc., in the Inventory Management System department. On her signed employment information form, Ms. Bickford stated her job duties as follows: "Bin necessary items that did not fit onto sales floor, unbin and take appropriate item to floor to be stocked, keep backroom clean, keep track of shelf caps and on hand numbers." As another example, Mr. Christopher Halle, graduate of the Information Technology program, works at Thomasville Furniture Brands International, as a Shipping/Receiving Clerk. On his signed employment information form, Mr. Halle stated his job duties as follows: "Box up cushion cores and backs. I fill cushions and bolsters. I also roll yardage for customers and other businesses."

The following is a list of all students that were placed as a result of an attestation:

Program	Last Name	First Name	Soc Code	Prof Dev or Degree Rqmt.	Title	Company	Date of Hire
AN – Other	Burrows	Laura	53603100	*	Service Cashier	Bob Moore Porsche Audi	02/01/2011
AN – Other	Hines	Travis	11102100	*	Store Manager	Ohio Mulch	02/01/2011
AN – Other	Kamany	Amber	51301100	*	Cake Decorator	Safeway	06/13/2013
BAACTFM – Other	Carrillo	Andrew	51101100	*	Production Supervisor	Leggett & Platt, Inc.	02/13/2008
BAACTFM – Other	Rife	Cristi	43601400	*	Assistant	KASI LLC	09/01/2013
BAFM – Other	Hawthorne	Shayla	41401200	*	Sales Associates	Sleep Inn and Suites	05/10/2010
BAMGMT – Other	Bickford	Alicia	43508103	*	Laborer Unskilled/Inventory Management System	Walmart, Inc.	09/01/2011

BAMGMT – Other	Borden	Christina	43405100	*	CRSI/Customer Service Agent	Monitronics International	07/07/2003
BAMGMT – Other	Hall	Phillip	35302100	*	Server	Cactus Pete's	01/01/2005
BAMGMT – Other	Reece	LaKeitha	41201100	*	Team Member	Whataburger	08/26/2013
BAMM – Other	Gonzalez	David	43405100	*	Customer Service Representative	Cash America	06/28/2012
GA – Other	Duke	Timothy	15115200	*	LAN Administrator	Infogroup	06/18/2012
GA – Other	Dye	Valerie	39902100	*	Direct Service Professional	REM WV	12/02/2012
GA – Other	Gage	Amey	43405100	*	Business Support	Harry and David Harryt and David	02/01/2013
GA – Other	Garcia	Luis	11202200	*	Senior Game Advisor	Game Stop	11/01/2009
GA – Other	Guevara	Brian	47211100	*	Marine Electrician	Norfolk Naval Shipyard	01/31/2011
GA – Other	Plamondon	Nathan	11102100	*	Branch Manager Trainee	Hertz Rent-A-Car	05/15/2013
GA – Other	Rodriguez	Jose	41203100	*	Sales	AT&T	01/28/2013
GA – Other	Stewart	Stephen	43304100	*	Coin Room Drop Team	Edgewater Casino	02/14/2003
GA – Other	Watson	Joseph	17302200	*	Engineer Technician	Mantech International Corp	02/01/2013
GDMM – Other	Adams	Dexter	29207100	*	Data Entry Tech 2	Blue Cross & Blue Shield	11/01/2010
GDMM – Other	Di Francesco	John	15119910	*	E Commerce Marketing Agent	Walt Disney Travel	01/26/2008
GDMM – Other	Raymaker	Tammy	27102400	*	Graphic Designer	IceWolfs Graphic Design	01/01/1991
GDMM – Other	Schoenecker	Hannah	29205700	*	Ophthalmic Technician	The Retina Center	10/01/2011
GDMM – Other	Walker	Shannon	37201200	*	Material Handler	Discover Goodwill of Southern and Wester	07/25/2011
GDMM – Other	Zacny	Jane	43405100	*	Storage/CTR	Schererville U-Haul	08/01/2010
GSD - Other	Boyumlanoue	Timothy	15113100	*	Programmer	Hooguh, LLC	07/22/2013
GSD - Other	Dempsey	Matthew	15115100	*	Technical Support	Pearl Interactive Network	08/01/2013
GSD - Other	Pickel	Christopher	51906100	*	A13-Engineer Quality	Triumph Aerostructures	04/01/2013
MBA - Other	Bankhead	Alex	41904100	*	Lead Generation	NW1 Contact	04/19/2013
MBA - Other	Burnell	Brett	15113100	*	Programmer/Contractor	JFC Global	02/04/2013
MBA - Other	Claussen	Jonathan	25904100	*	Teacher	Gateway Education Ctr.	06/01/2013
MBA - Other	Patterson	Marlena	43301100	*	Account Specialist	Protection One	01/28/2008
MBA - Other	Russ	Tiffany	35201100	*	Crew Member	Popeye's Chicken	10/08/2013
MBA - Other	Wiley	Jamika	21109300	*	Direct Support Professional	AHRC	07/01/2011
VC – Other	Carter	Melissa	11305100	*	Clinical Research Comm Specialist	Duke University Med CTR	11/30/2011
VC – Other	Cook	Leighton	15112200	*	Assoc. Info Sec. Analyst	Country Financial	04/01/2011
VC – Other	Donoho	Jamie	41101100	*	Senior Sales Associate	7-Eleven 7-Eleven	10/27/2011
VC – Other	Salgado	Romulo	47211100	*	Electrician	Bright Future Electric	10/01/2012
WD - Other	Gagnon	Mathew	51911100	*	Package Handler	FedEx Ground	07/23/2007
WD - Other	Garber	Tracey	49906900	*	Auto Worker	Chrysler, LLC	10/11/1993
WD - Other	Mccandless	Joseph	51407200	*	Mold Operator	CKNA	01/03/2013

WD - Other	Rahrig	Kimberly	11202100	*	Owner	Snug Harbor Resort	09/24/2011
CADARCDF - Other	Lorance	Cody	45204100	*	Produce Clerk	Spencer's Fresh Market	10/01/2007
CADARCDF - Other	Shaw	Denise	17301101	*	Owner	Shaw Painting	01/01/2001
CADARCDF - Other	Whiddon	Staci	49909800	*	Helper	Mid State Industrial	03/01/2012
ID - Other	Jackson	Meghan	43408100	*	Night Auditor	Escape Lodging	06/22/2013
ID - Other	Rios	Yesenia	43601100	*	Admin Assistant	Wilton	07/01/2007
ID - Other	St Martin	Lori	11202200	*	Department Manager	The Hoot	04/25/1999
CJ - Other	Bisecka	Aneta	13205200	*	Student Finance Counselor	Westwood College	03/06/2006
CJ - Other	Buchanan	Meg	11905100	*	Department Manger	F&M Restaurants	01/04/2011
CJ - Other	Gallegos	Reyna	43906100	*	Administrative Assisant	Kelly Services	09/22/2010
CJ - Other	Gallegos	Yvette	43906100	*	Office Assistant	Jefferson County	02/01/2013
CJ - Other	Howard	Dawn	11903300	*	Admissions Rep.	Everest University	01/01/2013
CJ - Other	Jones	Tammy	43405100	*	Customer Service Associate	Peachtree Business Prod by HD Supply	06/30/2012
CJ - Other	Ware	Spencer	41203100	*	Sales Associate	Heel to Toe	09/01/2011
CJA - Other	Cole	Connie	43508103	*	Warehouse Associate	Elliott Electric Supply	10/24/2012
CJA - Other	Corpeno	Yvette	43405100	*	Customer Service	Wave Broadband.com	08/01/2010
CJA - Other	Pacheco	Hazel	43405100	*	Customer Service Rep.	Convergent Resources, Inc.	06/19/2012
CJA - Other	West	Chad	53719900	*	Product Tech/Deliver Furniture	Aaron's Inc.	03/22/2013
PL - Other	Brady	Tyler	43405100	*	Guest Service Manger	Ronald McDonald House	11/26/2012
PL - Other	Diaz	Lisa	43405100	*	Fine Jewelry Sales Specialist	Macy's, Inc.	11/02/2011
PL - Other	Kimble	Tiffany	11202100	*	Marketing Manager	Snehta	06/19/2013
PL - Other	Lloyd	Tasia	33903200	*	Security Officer	Pinkerton Government Services, Inc	06/17/2011
IT - Other	Bardowell	Melissa	43601300	*	Receptionist	Atlanta Gastroenterology	05/01/2011
IT - Other	Burch	Justin	41203100	*	Hard Lines/Electronics Associate	Target	09/11/2013
IT - Other	Farr	Candace	43405100	*	Customer Care Rep	Brooks Instrument	07/10/2000
IT - Other	Islas	David	35201100	*	Cook	Burger King	04/29/2011
IT - Other	Jordan	Shawneta	43405100	*	Written Correspondence Administrator	Conexis	09/26/2006
IT - Other	Kino	Ann	43508101	*	InStocks Team Member	Target	10/21/2011
IT - Other	Lewter	James	53302100	*	Motor Coach Operator	City of Albuquerque	10/20/2012
IT - Other	Motley	Christopher	11303102	*	Account Manager	Flexi Compras	09/09/2013
IT - Other	Ryon	Don	43405100	*	Vision Center Associate	Wal-Mart	02/01/2011
IT - Other	Sheppard	Nicholas	43507100	*	Shipping	Mid-Com	08/01/2009

IT - Other	Smith	Lamart	11919904	*	Distribution Supervisor	UPS SCS	01/01/1999
ITCN - Other	Acevedo	Alberto	25904100	*	Teacher's Aid	Clintonville Schools	03/06/2012
ITCN - Other	Bvocik	Clifford	49904300	*	Mechanic	Alliance Laundry System	03/15/2012
ITCN - Other	Fein	Jordan	39902100	*	DSPI	Jefferson Rehab Center	11/21/1999
ITCN - Other	Hintz	Heather	41101100	*	Manager	Regal Jewelry	12/17/2010
ITCN - Other	Kinney	Adam	39902100	*	P.A. (Personal Aide)	Morning Star Financial Services	03/12/2010
ITCN - Other	Nantt	Joshua	11919904	*	SC OPS Associate Supervisor	PEPSI	06/23/2009
ITSS - Other	Halle	Chris	43507100	*	Shipping Clerk	Furniture Brands International	05/13/1996
ITSS - Other	Howard	James	43507100	*	GWA	The Home Depot	01/02/2001
ITSS - Other	Ivey	Stephen	43506100	*	Planner II	Zachry, Inc.	01/23/2012
ITSS - Other	Keith	Laurie	33301200	*	Correctional Officer II	Arizona Department of Corrections	12/05/1994
ITSS - Other	Rodriguez	Daniel	37201100	*	Resort Maintenance Person	Tahoe Ridge Resort	07/10/2012
ITSS - Other	Webb	Chris	47211100	*	Electrician	Kinchen Electrics	09/01/2009

3.06 Does the campus admit ability-to-benefit students?

Yes No (Skip to Question 3.11.)

3.11 Do student files contain evidence of graduation from high school or the equivalent?

Yes No

3.12 Are appropriate transcripts maintained for all students?

Yes No

3.13 Is the grading system fully explained on the transcript, and is it consistent with the grading system that appears in the campus catalog?

Yes No

(Section 3-1-303(e)): The grading system is not fully explained on the transcript and is not consistent with that appearing in the catalog.

3.14 Are student records protected from theft, fire, water damage, or other possible loss?

Yes No

3.15 Does the campus maintain transcripts for all students indefinitely?

Yes No

3.16 Does the campus maintain admissions data and other records for at least five years from the last date of attendance for all students?

Yes No

4. RELATIONS WITH STUDENTS

4.01 How many student files were reviewed during the evaluation?

The team reviewed a total of 62 student files, including: 10 currently active students, 19 current students from the CAR, 8 drops from the CAR, 10 graduates from the CAR, 2 new students from the CAR, 3 re-enters from the CAR and 10 students not making SAP.

- 4.02 Does the campus ensure that its student relations reflect high ethical standards?
 Yes No
- 4.03 Does the campus have appropriate admissions criteria?
 Yes No
- 4.04 Does the campus contract with third parties for admissions and recruiting purposes?
 Yes No
- 4.05 Is there evidence to document that admissions criteria are applied consistently to all students admitted under the same version of the admissions criteria (e.g., that students admitted into specific programs for the same start date are admitted under the same admissions criteria)?
 Yes No
- 4.06 Does the admissions policy conform to the campus's mission?
 Yes No
- 4.07 Is the admissions policy publicly stated?
 Yes No
- 4.08 Is the admissions policy administered as written?
 Yes No
- 4.09 Does the campus use an enrollment agreement for each enrolled student that :
 (a) Clearly outlines the financial obligations of both the institution and the student?
 Yes No
 (b) Outlines all program related tuition and fees?
 Yes No
 (c) Has a signature of the student and the appropriate school representative?
 Yes No
- Is there evidence that a copy of the agreement has been provided to the student?
 Yes No
- 4.10 Who is responsible for the oversight of student recruitment at the campus and what are this person's qualifications?
 Ms. Kimberly Beckman, senior vice-president of admissions, is responsible for the oversight of student recruitment at the campus. Ms. Beckman has a bachelor's degree in Business Administration and Spanish from Coe College, Cedar Rapids, Iowa and a master's degree in Business Administration from the University of Colorado-Colorado Springs. She has been working at Westwood College since 2004 in admissions and in her current role since 2011.
- 4.11 How is the team able to verify that the recruiting process for new students is ethical and compatible with the educational objectives for the campus?
 The team interviewed two admissions representatives and the vice-president of admissions as well as reviewed 62 enrollment agreements to verify the recruiting process for new students is ethical and compatible.
- 4.12 Are individuals engaged in admissions or recruitment activities communicating current and accurate information regarding the following?
 (a) Courses and programs.
 Yes No
 (b) Services.
 Yes No
 (c) Tuition.
 Yes No
 (d) Terms.
 Yes No
 (e) Operating policies.
 Yes No

- 4.13 Does the campus use prospective student names obtained as a result of a survey, canvass, or promise of future employment or income while a student, or as a result of other marketing activity?
 Yes No
- 4.14 Does the state in which the campus operates require representatives to be licensed or registered?
 Yes No
- 4.15 Are the titles of recruitment and enrollment personnel appropriate?
 Yes No
- 4.16 Does someone other than recruitment and enrollment personnel make final decisions regarding financial aid eligibility, packaging, awarding, and disbursement?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.17 Are all recruiters supervised by the campus to ensure that their activities are in compliance with all applicable standards?
 Yes No
- 4.18 Does the campus have written policies and procedures for evaluating and accepting transfer of credit?
 Yes No
- 4.19 Is there evidence that the campus properly awards transfer of credit?
 Yes No Not Applicable
- 4.20 Does the campus publicize its transfer credit policies, including policies related to accepting transfer credit from another campus?
 Yes No
- 4.21 Has the campus established articulation agreements with other institutions?
 Yes No (Skip to question 4.23 for Master's Degree Programs or 4.24 for all programs)
- If Yes, has the campus published a list of institutions with which it has established the agreements?
 Yes No
- 4.22 Does the campus provide documented notification to students of the articulation agreements and the transferability of credits in the programs that are offered?
 Yes No
- 4.23 Is the maximum permissible number of transfer credits into the program limited to one-half or fewer of the credits required for the master's degree?
 Yes No
- 4.24 Is the standards of satisfactory academic progress policy published in the catalog?
 Yes No
- If Yes, state the page number(s) where the standards of satisfactory academic progress policy is published?
 The standards of satisfactory academic progress can be found in the addendum to the academic catalog on page 2-6.
- 4.25 Does the standards of satisfactory academic progress (SAP) policy published in the catalog contain the following?
 (a) A definition of the maximum time frame allowed for students to complete a program as 1.5 times the normal program length.
 Yes No
 (b) A schedule that designates the minimum percentage of work that a student must successfully complete at the end of each evaluation increment to complete the program within the maximum time frame.
 Yes No
 (c) Procedures for re-establishing satisfactory academic progress.
 Yes No

(d) A definition of the effects of the following on the CGPA and successful course-completion percentage:

Withdrawals.

Yes No

Incomplete grades.

Yes No

Repeated courses.

Yes No

Non-punitive grades.

Yes No Not Applicable (campus does not offer)

Non-credit or remedial courses.

Yes No Not Applicable (campus does not offer)

A warning status.

Yes No Not Applicable (campus does not use)

A probationary period.

Yes No

An appeal process.

Yes No

An extended-enrollment status.

Yes No Not Applicable (campus does not offer)

The effect when a student changes programs.

Yes No Not Applicable (campus only offers one program of study)

The effect when a student seeks to earn an additional credential.

Yes No Not Applicable (campus only offers one credential)

The implications of transfer credit.

Yes No

4.26 Does the campus apply its SAP standards consistently to all students?

Yes No

4.27 Are students who are not making satisfactory academic progress properly notified?

Yes No Not Applicable (no students are in violation of SAP)

4.28 Is SAP evaluated at the end of each academic year or at 50% of the normal program length if the program is one academic year in length or shorter?

Yes No

4.29 Is SAP evaluated at the end of the second academic year and at the end of each subsequent academic year where students must have a minimum CGPA of 2.0 on a scale of 4.0 or its equivalent?

Yes No Not Applicable (all programs are one year or less)

4.30 Are students who are not making satisfactory academic progress at the end of the second year dismissed?

Yes No Not Applicable (all programs are less than two years)

4.31 Are qualitative and quantitative components evaluated cumulatively for all periods of a student's enrollment?

Yes No

4.32 Are students allowed to remain on financial aid while under warning status?

Yes No Not Applicable (campus does not participate in financial aid)

If Yes, is the student informed of this policy?

Yes No

4.33 Are students whose appeals are granted due to mitigating circumstances placed on probation, eligibility for financial aid reinstated and considered to be making satisfactory academic progress?

Yes No

- 4.34 Are students who are placed in an extended-enrollment status denied eligibility for federal financial aid (unless there are mitigating circumstances)?
 Yes No Not Applicable (campus does not have extended enrollment and/or does not participate in financial aid)
- 4.35 Do credits attempted during the extended-enrollment status count toward the 1.5 times of normal program length?
 Yes No Not Applicable (campus does not have extended enrollment)
- 4.36 For students who have exceeded one and one-half times the standard time frame and were awarded the original credential, were any additional financial obligations waived?
 Yes No Not Applicable (there is no such student)
- 4.37 Are students required to have a minimum CGPA of 2.0 or its equivalent upon graduation from all programs?
 Yes No
- 4.38 Who is responsible for the administration of satisfactory academic progress, and what are this person's qualifications?
 Mr. Fletcher Brown, registrar, is responsible for the administration of satisfactory academic progress. Mr. Fletcher has an associate's degree in Computer Networking, a bachelor's degree in Computer Network Management and a master's degree in Business Administration, all from Westwood College. He has been working in academic registration since 2000, and 11 of those years are at Westwood.
- 4.39 Does the campus encourage and assist students who are experiencing difficulty in progressing satisfactorily in their programs?
 Yes No
- 4.40 Does the campus finance any of the following? (Mark all that apply.)
 (a) Scholarships.
 (b) Grants.
 (c) Loans.
 (d) The campus does not offer scholarships, grants, and/or loans. (*Skip to Question 4.42.*)
- If *Yes* for any item, does the campus properly identify all scholarship, grant, and loan programs?
 Yes No
- 4.41 Does the campus fully disclose the terms, conditions, and application procedures regarding campus loan, scholarship and grant programs in its catalog?
 Yes No
- 4.42 Are all similarly circumstanced students who enrolled at the same time and in the same programs charged the same tuition and fees?
 Yes No
- 4.43 Are tuition and fees clearly stated in the catalog?
 Yes No
- If *Yes*, have students confirmed receiving a copy of the catalog?
 Yes No Not Applicable
- 4.44 Do the financial records of students clearly show the following?
 (a) Charges.
 Yes No
 (b) Dates for the posting of tuition.
 Yes No
 (c) Fees.
 Yes No
 (d) Other charges.
 Yes No
 (e) Payments.

Yes No

(f) Dates of payment.

Yes No

(g) The balance after each transaction.

Yes No

4.45 Is the effective date listed on announcements of changes in tuition and fees?

Yes No Not Applicable (campus has not changed tuition or fees)

4.46 Is the campus' refund policy published in the catalog?

Yes No

4.47 Is the refund policy fair, equitable, and applicable to all students?

Yes No

4.48 Is the campus following its stated refund policy?

Yes No

4.49 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 4.57)

4.50 Who is responsible on-site for administering student financial aid, and what are this person's qualifications?

Mr. Adam Whitacre, director of student finance/student finance supervisor, is the on-site administrator responsible for financial aid. Mr. Whitacre has a bachelor's degree in Communication from the University of Colorado and has been working in student finance for 10 years, 5 of which are in his current position.

4.51 Is the person who determines the amount of student awards *not* also responsible for disbursing those awards?

Yes No

4.52 Are final student financial aid award determinations made by administrative individuals who are *not* responsible for recruitment?

Yes No

4.53 Is the financial aid administrator a member of a state, regional, or national financial aid association and up to date on procedures and changes in the field?

Yes No

4.54 Describe how the financial aid office stays current with regulation and policy changes in financial aid (include all appropriate memberships in professional organizations held by this individual).

Mr. Whitacre is a member of the National Association of Student Financial Aid Administrators (NASFAA). Mr. Whitacre receives regular updates from NASFAA regarding changes in policy and regulations with financial aid, which he communicates to his employees. Alta, the parent company, provides weekly training sessions for all employees within the financial aid office.

4.55 Is there evidence that the financial aid administrator regularly participates in professional awareness activities?

Yes No

4.56 Does the campus have a written policy that accurately reflects the U.S. Department of Education's definition of a credit hour for credit hour programs and/or clock-to-credit hour programs, including conversion ratios?

Yes No

4.57 Does the campus provide discounts for cash received in advance of the normal payment schedule?

Yes No (Skip to question 4.58.)

4.58 Describe the student services offered by the campus such as, but not limited to, structured tutoring, academic or personal counseling, student orientation, etc.

The campus offers structured tutoring for all students. Student success workshops are available to students and cover a wide variety of topics including time management, study skills, and navigating the learning management system. Every new student is assigned a success coach who is responsible for providing academic advising and support for the first three terms.

- 4.59 Are follow-up studies on graduate and employer satisfaction conducted at specific measuring points following the placement of the campus' graduates?
 Yes No Not Applicable
- 4.60 Who is the person on staff responsible for the oversight of counseling students on employment opportunities, and what are this person's qualifications?
 Ms. Cassandra Nicholl, director of career services, is responsible for the oversight of counseling students on employment opportunities. Ms. Nicholl has a bachelor's degree in Sport Science from the University of Idaho and has been working in career services at the campus since 2009. She was brought into her current role in 2013.
- 4.61 Does the campus offer employment assistance to all students?
 Yes No Not Applicable (campus enrolls only international students on a student visa)
- 4.62 Does the campus use placement percentages or salary projections as part of its recruiting activities?
 Yes No
- 4.63 The beginning enrollment on the most current Campus Accountability Report (CAR) is 2144
 The ending enrollment reported on the previous year's CAR is 2144
- 4.64 Was the team able to verify the retention rate for the campus and for each program as reported on the Campus Accountability Report (CAR) last submitted to the Council?
 Yes No Not Applicable
- 4.65 Are students who receive financial aid counseled concerning their student loan repayment obligations?
 Yes No Not Applicable (campus does not participate in financial aid)
- 4.66 Describe the process the campus utilizes to ensure that students are counseled concerning their student loan repayment obligations.
 When the campus determines a student is leaving, the student finance advisors contact the student to discuss repayment with their loan obligations. In addition, former students receive an email from the campus explaining their repayment obligations.
- 4.67 Describe the extracurricular activities of the campus (if applicable).
 The campus has a social media site called "In Circle" for current students and alumni where they can network and communicate with each other. Current students can create learning groups to support each other in their learning.
- 4.68 Do all students enrolled in master's degree programs possess a bachelor's degree?
 Yes No

5. EDUCATIONAL ACTIVITIES

- 5.01 Are the credentials awarded by the campus in compliance with its accreditation approval and in compliance with applicable state laws?
 Yes No
- 5.02 Who is assigned to oversee the educational activities of all programs at the campus, and what are this person's qualifications?
 Ms. Aimee Callahan, the academic dean, is assigned to oversee the educational activities of all programs. She holds a bachelor's degree in Theatre, a master's degree in Communication, a master's degree in Education, and a doctoral degree in Adult Education, all from the University of Wyoming. She was named academic dean at this institution in January 2013.
- 5.03 Does this person have appropriate academic or experiential qualifications?
 Yes No
- 5.04 Describe how the campus makes provisions for program administrators to have sufficient authority and responsibility for the development and administration of the programs.

The team verified that the administration and program chairs have sufficient authority and support in decision-making for the development and administration of programs. Each program chair participates in an annual curriculum review and program assessment. When areas of need are identified, there are systems in place for communication of recommendations and approval.

- 5.05 Is the time devoted to the administration of the educational programs sufficient?
 Yes No
- 5.06 Is there a published policy on the responsibility and authority of faculty in academic governance?
 Yes No
- 5.07 Does the policy, at a minimum, address the role of the faculty in the following areas?
 (a) Development of the educational program.
 Yes No
 (b) Selection of course materials, instructional equipment and other educational resources.
 Yes No
 (c) Systematic evaluation and revision of the curriculum.
 Yes No
 (d) Assessment of student learning outcomes.
 Yes No
 (e) Planning for institutional effectiveness.
 Yes No
- 5.08 Is there evidence that this policy has been adopted and faculty members are aware of it?
 Yes No
- 5.09 Does the campus have any programs that require specialized or programmatic accreditation to obtain entry-level employment or licensure by the state in which the campus is approved?
 Yes No (*Skip to question 5.10*)
- 5.10 Does the campus have any programs with current specialized or programmatic accreditation?
 Yes No (*Skip to question 5.14*)
- 5.14 Are the educational programs consistent with the campus' mission and the needs of its students?
 Yes No
- 5.15 Do the formation of policies and the design of educational programs involve students, graduates, administrators, faculty, and other interested parties such as advisory committees?
 Yes No
- 5.16 What provisions are made for individual differences among students?
 Each student is assigned an academic advisor to whom the student can go for individual issues. There are also faculty and peer tutors available, as well as subject-matter coaches. Students can pay to take an opt-out exam for most first- and second-year courses. Students passing the exam receive course credit, but the grade does not affect the student's GPA.
- 5.17 Describe the system in place to evaluate, revise, and make changes to the curriculum.
 The team was able to verify a system is in place for curriculum assessment, evaluation, and revision. The program chairs meet with the academic dean at least once per quarter to review the curriculum and make changes if needed.
- 5.18 Does the faculty participate in this process?
 Yes No
- 5.19 Is credit appropriately converted in relation to total student contact hours in each class?
 Yes No
- 5.20 If the campus awards academic credit to students who demonstrate subject competency based on academic, occupational, or personal

experiences, is there an established systematic method for evaluating and awarding academic credit to which the campus adheres?

Yes No Not Applicable (campus does not award such credit)

If Yes, is there appropriate documentation of the assessments of knowledge, skills, or competencies required?

Yes No Not Applicable (no student has made such a request)

5.21 Are courses and breaks scheduled appropriately, given the students' academic background and the coursework involved?

Yes No

5.22 Are the following appropriate to adequately support the number and nature of the general education courses? (If only nondegree programs are offered with no general education courses, skip to 5.22)

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

5.23 Does the campus provide an environment for its faculty that is conducive to effective classroom instruction?

Yes No

5.24 Are the quantity and type of instructional materials and equipment proportionate to the size of the campus and types of programs?

Yes No

5.25 Based on the team's observation of the instructional materials used, interviews with students and faculty, and a review of software licenses, is the campus in compliance with applicable licensing and copyright laws?

Yes No

5.26 Are official transcripts for all qualifying credentials and for those credentials listed in the catalog on file for all instructors?

Yes No

5.27 Have faculty transcripts from institutions not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the Association of International Credential Evaluators (AICE) or the National Association of Credential Evaluation Services (NACES) to determine the equivalency of the credentials to credentials awarded by institutions in the United States?

Yes No Not Applicable (no faculty members hold foreign credentials)

5.28 Is there documented evidence of a systematic program of in-service training at the campus?

Yes No

If Yes, how is this documented?

At least two in-service training sessions are held each quarter. Attendees have a certificate of attendance placed in their faculty file.

5.29 Is there evidence that appropriate faculty development plans have been developed and implemented annually, including documentation to support completed activities listed on the plans?

Yes No

The campus provided both 2013 and 2014 development plans. The 2014 plans held activities but little documentation since the year is so new. The 2013 plans did contain documentation of the implementation of the plans.

5.30 Is there evidence that full-time and part-time instructors participate in regularly scheduled faculty meetings?

Yes No

- 5.31 Is there an adequate core of full- and/or part-time faculty to assure sound direction and continuity of development for the educational programs?
 Yes No
- 5.32 Does the institution utilize contracts and/or agreements with other institutions or entities?
 Yes No
- 5.33 Does the program include at least 10 semester hours, 15 quarter hours, or their equivalent and no more than 15 semester hours, 22.5 quarter hours, or their equivalent in general education or applied general education courses?
 Yes No
- 5.34 Are the general education and/or applied general education courses relevant to the chosen degree, and do they meet Council standards?
 Yes No
- 5.35 Are instructors teaching general education courses assigned in keeping with the minimum requirements as stated in the *Accreditation Criteria*?
 Yes No
- 5.36 Does the program include a minimum of 15 semester, 22.5 quarter hours, or their equivalent in general education courses?
 Yes No
- 5.37 Do the programs' general education courses meet Council standards in that the courses place emphasis on principles and theory not on practical applications associated with a particular occupation?
 Yes No
- 5.38 Are at least one-half of all courses that are part of each associate's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No
- 5.39 Does the program include a minimum of 36 semester hours, 54 quarter hours, or their equivalent in general education courses?
 Yes No
- 5.40 Do the program's general education courses meet Council standards?
 Yes No
- 5.41 Are at least one-half of all lower-division subjects and all upper-division courses that are part of the bachelor's degree program taught by faculty members who have graduate degrees, professional degrees, or bachelor's degrees plus professional certification?
 Yes No

6. EDUCATIONAL FACILITIES

- 6.01 Describe the physical facility of the campus (include details such as campus location, square footage, distribution of space, parking situation and any other pertinent information).
 Westwood College Online is 100% instruction online. Students access their online courses via MyPath (Blackboard) and have access to their courses, and Student Resources including the Library, online Tutoring Center, and other resources.
 Administrative offices and other space is located on the second floor of a two story building located in a commercial district. This space includes 43,000 square feet to support the online administrative support and administrative staff. There is ample parking and the building is handicap accessible.
- 6.02 Does the campus utilize any additional space locations?
 Yes No
- 6.03 Does the campus utilize campus additions?

Yes No

6.04 Are all facilities (including additional space and campus additions) appropriate for the size of the student population and the programs offered?

Yes No

6.05 Are the following appropriate to support the student population and the programs offered at all locations (including additional space and campus additions)?

(a) Equipment

Yes No

(b) Instructional tools

Yes No

(c) Machinery

Yes No

6.06 Is there evidence on file to show that all campus facilities are in compliance with fire, safety, and sanitation regulations?

Yes No Not Applicable

7. PUBLICATIONS

7.01 What catalog was used during the evaluation (please include the year, number, and volume if appropriate)?

The catalog used during the evaluation visit is the 2014 Academic Catalog Westwood College - Online, Volume 6 - No.1, Revised September 2013. With addendas dated 01/22/2014, 2/4/2014, 2/7/2014 and an additional addendum that will be effective 3/19/2014.

7.02 Does the self-study or additional location application part II accurately portray the campus?

Yes No

7.03 Does the campus publish a catalog that is appropriately printed and bound and available to all enrolled students?

Yes No

7.04 Does the catalog contain the following items?

(a) A table of contents and/or an index.

Yes No

(b) An indication of the year or years for which the catalog is effective on the front page or cover page.

Yes No

(c) The names and titles of the administrators.

Yes No

(d) A statement of legal control which includes the names of trustees, directors, and officers of the corporation.

Yes No

(e) A statement of accreditation

Yes No Not Applicable (initial applicant)

(f) A mission statement.

Yes No

(g) A listing of full-time faculty members which lists all qualifying credentials held along with the awarding institution and the area of teaching specialization.

Yes No

(h) An academic calendar.

Yes No

(i) A full disclosure of the admission requirements.

Yes No

(j) A statement for each curriculum offered that includes a statement of objective or purpose; an accurate and complete listing of all courses in the curriculum with a unique identifying number and title, the credit or clock hours awarded; the total credit or clock hours required to complete the curriculum; any necessary requirements for certification, licensing, or registration needed to work in the field; and any additional requirements that must be met to complete the curriculum.

Yes No

- (k) A description of each course offered that includes the identifying number, title, credit or clock hours awarded, a concise description of the course contents, and any necessary prerequisites.
 Yes No
- (l) An explanation of the grading system that is consistent with the one that appears on the student transcript.
 Yes No
- (m) A definition of the unit of credit.
 Yes No Not Applicable (The campus does not award credit)
- (n) A complete explanation of the standards of satisfactory academic progress.
 Yes No
- (o) A description of the certificates, diplomas, and/or degrees awarded along with a statement of the requirements necessary for completion of each.
 Yes No
- (p) The transfer of credit policy.
 Yes No
- (q) A statement of the tuition, fees, and any other charges.
 Yes No
- (r) A complete and accurate listing of all scholarships, grants, and/or loans offered.
 Yes No Not Applicable (no scholarships, grants, or loans offered)
- (s) The refund policy.
 Yes No
- (t) A statement describing the student services offered.
 Yes No
- (u) A student grievance policy that includes the name and address of ACICS (may be in the student handbook instead of catalog).
 Yes No Not Applicable (initial applicants only)

If *No* for any item, insert the section number in parentheses and explain:

(Section 3-1-701 and Appendix C): The catalog does not contain an explanation of the grading system that is consistent with the one that appears on the transcript.

The grading system that starts on page 49 of the catalog gives explanations of the following designations that are not listed on the transcript to include proficiency (PR), transfer (TR), pass (P)/ no pass (N), incomplete (I), withdraw (W), and repeated course (R). Additionally, on page 153 of the catalog, other grades listed are audit (AU) and equivalent (EQ), although neither are explained in the catalog.

On the transcript, an additional "other grade" of withdraw pass/no pass (WPN) has been stated. There are statements on the transcript that attempt to explain repeated courses and withdraw and transfer, but the statements do not match the catalog. The campus also provided an updated addendum but still lacked consistency between the catalog and transcript.

7.05 Does the campus offer degree programs?

- Yes No

If *Yes*, does the catalog contain the following?

(a) An explanation of the course numbering system (for all levels).

- Yes No

(b) Identification of courses that satisfy general education requirements (for occupational associate's, academic associate's, and bachelor's degrees only).

- Yes No

(c) Identification of courses that satisfy the concentration requirements (for academic associate's and bachelor's degrees only).

- Yes No

(d) Identification of courses that satisfy the upper-division (for bachelor's degrees only).

- Yes No Not Applicable

7.06 Does the campus offer courses and/or programs via distance education?

- Yes No (*Skip to Question 7.07.*)

If *Yes*, does the catalog contain the following?

(a) A description of each mode of delivery used for distance education courses.

Yes No

(b) Any additional or different admissions requirements for students taking distance education courses.

Yes No Not Applicable (there are no additional or different admissions requirements)

(c) A description of any tests used to determine access to distance education.

Yes No Not Applicable (no additional tests are given)

(d) A description of the resources and equipment the students must have to avail themselves of distance education instruction.

Yes No

(e) Costs and fees associated specifically with distance education.

Yes No Not Applicable (there are no additional costs and fees)

All courses and/or programs are offered online.

7.07 Does the catalog contain an addendum/supplement?

Yes No (*Skip to Question 7.08.*)

(a) Is the catalog updated at an appropriate interval (the addendum/supplement should not be used as a substitute for meeting this expectation)?

Yes No

(b) Does the addendum supplement include the school name, location, and effective date for the entire document (or for individual sections if effective dates vary)?

Yes No

(c) Do students receive a copy of the addendum/supplement with the catalog?

Yes No

7.08 Is the catalog available online?

Yes No (*Skip to Question 7.09.*)

If Yes, does it match the hard copy version?

Yes No

7.09 Does the campus utilize a multiple-school catalog?

Yes No (*Skip to Question 7.10.*)

7.10 Is all advertising and promotional literature, through any type of media (social media, website, newspapers, etc.), truthful and dignified?

Yes No

7.11 Is the correct name of the campus listed in all advertising, web postings and promotional literature?

Yes No

7.12 Where does the campus advertise (publications, online, etc.)?

The campus advertises online through their website, through direct mailers, flyers, newspapers and television.

Are all print and electronic advertisements under acceptable headings?

Yes No

7.13 Does the campus use endorsements, commendations, or recommendations in its advertising?

Yes No (*Skip to Question 7.14.*)

7.14 Does the campus utilize services funded by third parties?

Yes No (*Skip to Question 7.15.*)

7.15 Does the campus avoid offering monetary incentives to attract students and avoid making guarantees for job placement or salary for graduates?

Yes No

7.16 Is the phrase “for those who qualify” properly referenced in all advertising that mentions financial aid?
 Yes No Not Applicable (campus does not participate in financial aid)

7.17 What institutional performance information does the campus routinely provide to the public?

The institutional performance information that the campus provides to the public, includes information on college completion and graduation rates and placement rates.

Where is this information published and how frequently is this information being updated?

This information is published online and was updated for the 2012-2013 CAR.

7.18 Does the catalog have a separate section describing the following:

(a) Program requirements

Yes No

(b) Admission procedures

Yes No

(c) Transfer policies

Yes No

(d) Graduation requirements

Yes No

(e) Regulations

Yes No

(f) Course descriptions

Yes No

COMMENDATIONS:

Commendations are given for the website www.westwoodcollegesuccess.com and the booklet that was created for student success stories and videos that tell the story of graduates who have transformed their lives, families, and futures at Westwood.

8. LIBRARY, INSTRUCTIONAL RESOURCES, AND TECHNOLOGY

8.01 Does the campus develop an adequate base of library resources?

Yes No

8.02 Does the campus ensure access of library resources to all faculty and students, including students at nonmain campuses?

Yes No

8.03 Does the campus provide training and support to faculty and students in utilizing library resources as an integral part of the learning process?

Yes No

8.04 Are adequate staff provided to support the development, organization of the collection, and access of library resources?

Yes No

8.05 Describe how the campus develops continuous assessment strategies for resources and information services?

Faculty members report that they can recommend any new databases to add to the campus holdings. The team reviewed e-mails from faculty requesting resources. All holdings are electronic--with no hard copies of any resources.

Are these methods appropriate?

Yes No

8.06 Is the library staff adequately trained to support the library?

Yes No

8.07 Is the campus' established annual budget appropriate to the size and scope of the campus and the programs offered, and is the allocation appropriately expended for the purchase of books, periodicals, library equipment, and other resource and reference materials?

Yes No

8.08 What is the amount of the current year's library budget excluding personnel allocations?

The current year's library budget is \$21,065.

8.09 What portion of the current year's library budget has been spent and how has the money been allocated?

A total of \$5,425 (26%) has been spent thus far--all on electronic databases.

8.10 Is there evidence that the faculty have major involvement in the selection of library resources?

Yes No

8.11 Are the library hours adequate to accommodate the needs of all students?

Yes No

8.12 Describe how the faculty inspire, motivate, and direct student usage of the library resources?

Faculty members confirmed that most courses require projects that require student usage of library resources. This was confirmed by a review of course syllabi.

Are these methods appropriate?

Yes No

8.13 Is the Dewey Decimal, Library of Congress, or other appropriate system of classification used to organize the library materials?

Yes No

The databases are organized online by subject area.

8.14 Are records of physical and/or online resources and circulation accurate and up to date?

Yes No

8.15 If interlibrary agreements are in effect, are the provisions appropriate, do they ensure practical use and accessibility to the students, and is evidence of student use documented?

Yes No Not Applicable (no interlibrary agreements)

8.16 Describe any full-text online collections available to students.

The library includes several EBSCO databases, LexisNexis, and Proquest. The campus has recently dropped five databases, including EBSCO Academic Search Premier, which is critically useful for the MBA students.

8.17 Are the library physical holdings and /or full-text online collections up to date and adequate for the size of the campus and the breadth of and enrollment in its educational programs?

Yes No

8.18 Does the library collection include holdings in the humanities, arts, social sciences, and sciences, including mathematics?

Yes No

8.19 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

Ms. Denise Lord is the on-site librarian. She holds a master's degree in Library Science from the University of Denver and has been the on-site librarian since February 2013. Her hours on-site are Monday-Wednesday from 9 a.m. until 5 p.m. and Thursday-Friday from 2 p.m. until 10 p.m.

Does this individual:

(a) Supervise and manage the library and instructional resources?

Yes No

(b) Facilitate the integration of instructional resources into all phases of the campus's curricular and educational offerings?

Yes No

(c) Assist students in the use of instructional resources?

Yes No

- 8.20 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?
 Yes No
- 8.21 Have library staff transcripts from campuses not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the National Association of Credential Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine the equivalency of the degrees to degrees awarded by campuses in the United States?
 Yes No Not Applicable (staff do not hold foreign credentials)
- 8.22 Is documentation on file to reflect the librarian's participation in professional growth activities?
 Yes No
- 8.23 Are the hours the library is open adequate to accommodate the needs of all students?
 Yes No
- Since this is a completely electronic library, all resources are available all of the time.
- 8.24 Does the library make available appropriate reference, research, and information resources to provide basic support for curricular and educational offerings and to enhance student learning?
 Yes No
- 8.25 Are appropriate reference materials and periodicals available for all programs offered?
 Yes No
- 8.26 Are the instructional resources organized for easy access, usage, and preservation?
 Yes No
- 8.27 Is there a current inventory of instructional resources?
 Yes No
- 8.28 Does the campus have appropriate and sufficient instructional resources, equipment, and materials to meet its educational program objectives and the needs of its students?
 Yes No
- 8.29 Has the campus designated an individual with the ability to maintain the resources and to assist students and faculty?
 Yes No
- 8.30 Do the resources include the study, reading, and information technology facilities necessary to support the effectiveness of all the courses and programs offered by the campus?
 Yes No
- 8.31 Is there a current inventory of instructional resources, including online resources?
 Yes No
- 8.32 Are the resources organized for easy access and usage?
 Yes No
- 8.33 Is it evident that faculty encourages the use of the library?
 Yes No
- 8.34 Do the library holdings, including online collections, support all of the offerings of the campus?
 Yes No
- 8.35 Who is the on-site librarian, what are this person's qualifications, and what are his or her hours on-site?

Ms. Denise Lord is the on-site librarian. She holds a master's degree in Library Science from the University of Denver and has been the on-site librarian since February 2013. Her hours on-site are Monday-Wednesday from 9 a.m. until 5 p.m. and Thursday-Friday from 2 p.m. until 10 p.m.

Does this individual:

(a) Supervise and manage the library and instructional resources?

Yes No

(b) Facilitate the integration of instructional resources into all phases of the campus's curricular and educational offerings?

Yes No

(c) Assist students in the use of instructional resources?

Yes No

- 8.36 Are all individuals who supervise the library and assist students with library functions well-trained and competent in both using and aiding in the use of the library technologies and resources?
 Yes No
- 8.37 Have library staff transcripts from campuses not accredited by agencies recognized by the United States Department of Education been translated into English and evaluated by a member of the National Association of Credential Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine the equivalency of the degrees to degrees awarded by campuses in the United States?
 Yes No Not Applicable (staff do not hold foreign credentials)
- 8.38 Does the individual who supervises and manages the library hold an M.L.S. degree or the equivalent, with special qualifications to aid students in research?
 Yes No
- 8.39 Is documentation on file to evidence that the librarian regularly participates in professional growth activities?
 Yes No
- 8.40 During library hours, is there a professionally trained individual on duty who supervises the library and assists students with library functions, and who is competent both to use and to aid in the use of the library technologies and resources?
 Yes No
- 8.41 Do the library holdings exceed the requirements of the average student in order to encourage the intellectual development of superior students and to enrich the professional development of the faculty?
 Yes No
- 8.42 Does the collection include major professional journals and reference services, research and methodology materials, and as appropriate, information technologies and facilities?
 Yes No
- 8.43 Are the library holdings, including full-text online collections, up to date and adequate for the size of the campus and the breadth of and enrollment in its educational programs?
 Yes No
- 8.44 What library resources does the campus provide to support a better understanding of scholarly research at the graduate level?
All of the peer-reviewed journals online support an understanding of scholarly research at the graduate level.

9. PROGRAM EVALUATION

Academic Associate's Degree in Business Administration

Bachelor's Degree in Business Administration: Major in Management

Bachelor's Degree in Business Administration: Major in Human Resource Management

Bachelor's Degree in Business Administration: Major in Marketing Management

Bachelor's Degree in Business Administration: Major in Project Management**Bachelor's Degree in Business Administration: Major in Accounting****Bachelor's Degree in Business Administration: Major in Healthcare Management****Bachelor's Degree in Business Administration: Major in Fashion Merchandising****Master's Degree in Business Administration**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Jennifer Dartt is the program chair for business. She has been in this position since May 2010. She holds a bachelor's degree in Journalism, a master's degree in Business Administration from Westwood College Online, and a master's degree in Legal Studies from Texas State University.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No*, does the campus provide one of the following:
 A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?
 Yes No
- Improvement plans were on file for the retention percentages of the bachelor's major in Human Resource Management and the major in Project Management and for the placement rate for the bachelor's major in Healthcare Management.
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 Program advisory committee meeting minutes were reviewed, as was documentation of two guest speakers within the past year. During a telephone faculty meeting, faculty gave other examples of the use of community resources.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

The following numbers of calls were attempted:

Bachelor's Degree in Business Administration: Major in Management: 6
 Bachelor's Degree in Business Administration: Major in Marketing Management: 5
 Bachelor's Degree in Business Administration: Major in Accounting: 3
 Bachelor's Degree in Business Administration: Major in Healthcare Management: 4
 Bachelor's Degree in Business Administration: Major in Fashion Merchandising: 3
 Academic Associate's Degree in Business Administration: 5
 Master's Degree in Business Administration: 4

How many calls to employers or graduates were successful?

The following numbers of calls were successful:

Bachelor's Degree in Business Administration: Major in Management: 2
 Bachelor's Degree in Business Administration: Major in Marketing Management: 2
 Bachelor's Degree in Business Administration: Major in Accounting: 3
 Bachelor's Degree in Business Administration: Major in Healthcare Management: 4
 Bachelor's Degree in Business Administration: Major in Fashion Merchandising: 3
 Academic Associate's Degree in Business Administration: 3
 Master's Degree in Business Administration: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The following numbers of calls confirmed employment as stated on the CAR:

Bachelor's Degree in Business Administration: Major in Management: 2
 Bachelor's Degree in Business Administration: Major in Marketing Management: 2
 Bachelor's Degree in Business Administration: Major in Accounting: 2
 Bachelor's Degree in Business Administration: Major in Healthcare Management: 2
 Bachelor's Degree in Business Administration: Major in Fashion Merchandising: 3
 Academic Associate's Degree in Business Administration: 3
 Master's Degree in Business Administration: 3

If *No*, insert "Section 3-1-303(a)" in parentheses and explain:

Section 3-1-303(a): The following three placements could not be verified, based on phone conversations with the following students:

- According to his file, Mr. Jonathan Carter earned a bachelor's degree in Business Administration—Healthcare Management. He is employed at Ashley Furniture, Inc. as a full-time hourly worker. He states his job responsibilities as "I have to ship different products by using an LRT gun [scanner]." The campus stated he was placed in-field based on the following: Placed for Skills Match, working to assess verifying accuracy for all customer payments. Report customer payment files by-yearly to auditors, along with verifying inventory in warehouse. Analyze the outbound truck process by examining closing procedures. Duties align with learning outcomes of core courses: MKTG 210—Customer Services; MGMT 400—Operations Management; ITCS 101—Computer Applications; and BUSN 350—Organizational Theory and Behavior.
- According to her file, Ms. Annie B. Collins, earned a bachelor's degree in Business Administration—Accounting. She is employed as a Kitchen Supervisor at IHOP. She states her job responsibilities as: Inventory Count, Order Supplies, and Oversee Operations of Kitchen according to State regulations according to company policy. Complete all logs: manager log, temperature log, dish machine log. The school placed her based on MGMT400 and ITCS101 classes, and has a listed SOC Code & Title: 35-1012.00 First Line Supervisors of Food Preparation and Serving Workers and CIP- Cooking and Related Culinary Arts, General. Culinary Arts/Chef Training Restaurant, Culinary, and Catering Management/Manager, Food Service, Waiter/Waitress, and Dining Room Management/Manager, Foodservice Systems Administration/Management.
- According to her file, Ms. Karen Milton earned a bachelor's degree in Business Administration - Healthcare Management. She is employed in the Payroll department at Addison Search/Contract. She states her job responsibilities as: Responsible for collection & reporting payroll changes, perform pre & post payroll audits, involved in implementing ADP streamline and standardization of HR. The school placed her based on BUS100, BUS110, BUS210, BUS300, BUS320, and CA201.

Additionally 14 students in the various Business Administration programs, as listed in question 3.05 have attestations on file that could not be verified. The team reviewed the following three files:

- Ms. Alicia Bickford, graduate of the bachelor's degree in Business Management program, works at Wal-Mart, Inc., in the Inventory Management System department. On her signed employment information form, Ms. Bickford stated her job duties as follows: Bin necessary items that did not fit onto sales floor, unbin and take appropriate item to floor to be stocked, keep backroom clean, keep track of shelf caps and on hand numbers.
- Mr. Andrew Carrillo, Business Administration – Accounting program, Job Title: Production Supervisor, Company: Leggett & Platt, Inc., Responsibilities: Direct and coordinate the activities of production and operating work areas.
- Ms. Cristi Rife, Business Administration - Fashion Merchandising program, Job Title: Assistant, Company: KASI LLC, Responsibilities: Assisting with online upload of photos and assist in cleaning when needed.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable

If *No*, insert “Section 3-1-303(a)” in parentheses and explain:

(Section 3-1-303(a)): Documentation on file could not verify graduates classified on the CAR as “not available for placement.” Ms. Tiffany Anderson, graduate (May 2013) from the Associate of Business Administration program, has a Career Services Graduation Packet that lists contact information, additional contact information (relatives) and professional interest information. In the professional interest information section of the front page, Ms. Anderson lists the following information that may be helpful to assist the school in her job search:

“Now that I’ve received my Associate's Degree, I am currently furthering my education at the University of North Texas at Dallas to get my Bachelors. Although I would love to venture into marketing, I’ve hit a point where I’m undecided in the direction I wanted to go with my schooling. In the meantime, I would like to find a quality paying job that is part time and willing to work around my school schedule.”

On page 2 of this document, there is an electronic signature from the student, dated for September 26, 2013.

There is an additional form titled, ‘Employment Information’, on this graduation form, there is a question checked by the student, “I am unable to work at this time due to the following reason: (check one)

The student has checked Continuing Education
 Continuing School: University of North Texas at Dallas
 Program: Business
 Start Date: August 27, 2013.

Additionally in the Graduation Packet, there is a Career Services Graduate File Review Form, that states, “we are familiar with the regulatory agency’s policies regarding employment status coding, documentation required to substantiate coding, as well as verification of employment.” This document was signed by the vice president, student and academic services and the manager of career services.

While the team was onsite, the manager of career services, provided a .wav file with a conversation with that was placed on February 7, 2014 from a Career Service Advisor to Ms. Tiffany Anderson, however, a telephone conversation with the student does not provide the type of written documentation needed to support the continuing education waiver.

9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)

9.22 Does the campus’ written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

Faculty gradebooks online were reviewed that documented assessment of out-of-class work.

9.24 Are the following appropriate to adequately support the number and nature of the program?

- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No

- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No
- 9.49 Is there a qualified designated committee that includes students, faculty, administrators, and employers that oversees the development, modification, and maintenance of the graduate degree program?
 Yes No
- 9.50 Who is assigned to oversee the administration of the master's program, and what are this person's qualifications?
 Dr. Omar Parks, program chair since November 2013, oversees the master's in Business Administration program. Dr. Parks holds a doctoral degree in Business Administration from Argosy University, a master's degree in Adult Education and Distance Learning from the University of Phoenix, and a bachelor's degree in Theatre and Dance from the University of Wyoming. He has 11 years combined experience in education as an administrator, dean, and instructor. Dr. Park's position is 100% administrative. His academic and professional experiences qualify him to chair the program.
- 9.51 Does this person have appropriate academic or experiential qualifications?
 Yes No
- 9.52 Is the time devoted to the administration of the educational programs sufficient?
 Yes No
- 9.53 Are the program, courses, and services appropriate to the institution's mission and to its specific goals and objectives?
 Yes No
- 9.54 Are the graduate program faculty directly involved in the development and modification of the master's degree policies, procedures, and curricula?
 Yes No
- 9.55 Is the number of hours required to complete the program at least 30 semester hours, 45 quarter hours, or their equivalent, of course work, plus a thesis at the graduate level; or at least 36 semester hours, 54 quarter hours, or their equivalent, of course work at the graduate level if a thesis is not required?
 Yes No
- 9.56 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.57 Is enrollment in the master's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No
- 9.58 Are the course prerequisites appropriate, and are they being followed?
 Yes No

- 9.59 Do all faculty members possess a graduate degree in the field or related field of the courses they are teaching, and do a sufficient number possess a terminal degree?
 Yes No
- 9.60 Does faculty possessing terminal degrees teach at least one-half of all graduate-level courses?
 Yes No
- 9.61 Does the campus encourage graduate faculty members to engage in scholarly research and to publish in professional journals?
 Yes No

If *Yes*, please describe how the campus encourages scholarly activity:

Graduate faculty are encouraged to engage in scholarly research including attending conferences to present proceedings and to publish findings and articles in academic journals verified by expectations listed in job descriptions, items on professional development plans and documentation of activities, vitae of current faculty, and discussions with administrators.

9. PROGRAM EVALUATION

Academic Associate's Degree in Computer Aided Design/Architectural Drafting

Bachelor's Degree in Interior Design

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Mr. Scott Dahl, is the program chair and is assigned to administer the academic duties associated with the Computer-Aided Design and Interior Design programs. He holds an associate's degree and a bachelor's degree of Fine Arts in Industrial and Interior Design from Rochester Institute of Technology, a master's degree in Theatre History from The University of Albany and a master's degree of Fine Arts in Theatre from the University of Massachusetts. Mr. Dahl has been with Westwood College since 2006, he currently teaches two of the online courses. Prior to starting at Westwood College, Mr. Dahl worked at several firms that specialized in design and project management of theatres, commercial interiors, and exhibits.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)

If *No*, does the campus provide one of the following:

A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).

Career Services has played an instrumental role by securing alumni and professionals to speak in a career management series of lectures that the students are encouraged to attend online. Several of the instructors post announcements that promote design competitions that offer students the opportunity to challenge their skills. A Program Advisory Committee compiled of a cross section of industry leaders throughout the country meet once a year to review the curriculum and make suggestions based on recent industry standards.

- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in Computer Aided Design/Architectural Drafting: 5

Bachelor's degree program in Interior Design: 8

How many calls to employers or graduates were successful?

Academic associate's degree program in Computer Aided Design/Architectural Drafting: 3

Bachelor's degree program in Interior Design: 5

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Academic associate's degree program in Computer Aided Design/Architectural Drafting: 3

Bachelor's degree program in Interior Design: 5

(Section 3-1-303(a)): Additionally, 6 students in the CADD/Interior Design programs, as listed in question 3.05 have attestations on file that could not be verified. The team reviewed the following three files:

- Ms. Meghan Jackson, Interior Design program, Job Title: Night Audit, Company: Escape Lodging, Responsibilities: Reservations, Financial Reports, hospitality duties, word processing, and customer service.
- Mr. Cody Lorance, CADD program, Job Title: Produce Clerk, Company: Spencer Fresh Market, Responsibilities: Stocking product, building and maintaining displays, and customer service.
- Ms. Lori St. Martin, CADD program, Job Title: Department Manager, Company: The Hoot, Responsibilities: Maintain displays, merchandising, customer service and provide training.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was provided homework assignments and while talking with students, they advised they participate and complete homework assignments.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No

- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

COMMENDATIONS:

The Program Chair is very dedicated to the continual improvement of the program and has detailed plans to foster student growth through the use of industry resources, leveraging experienced faculty and online "best practices."

9. PROGRAM EVALUATION**Bachelor's Degree in Visual Communications**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Kelly Goethals, is the program chair and is assigned to administer the academic duties associated with the Graphic Design programs, including the bachelor's degree in Visual Communications. Ms. Goethal holds an associate's degree in Fine Art from the University of West Florida, a bachelor's degree in Fine Arts from the University of Central Florida, and a master's degree in Graphic Design from Savannah College of Art and Design. Ms. Goethals has been with Westwood College since 2004, she currently teaches two of the online courses. Prior to starting at Westwood College, Ms. Goethals was an adjunct instructor at Broward Community College and worked at a graphic design firm that specialized corporate advertising and photography.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)

If *No*, does the campus provide one of the following:

A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
Career Services has played an instrumental role by securing alumni and professionals to speak in a career management series of lectures that the students are encouraged to attend on-line. Several of the instructors post announcements that promote design competitions that offer students the opportunity to challenge their skills. A Program Advisory Committee compiled of a cross section of industry leaders throughout the country meet once a year to review the curriculum and make suggestions based on recent industry standards.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Bachelor's degree program in Visual Communications: 13

How many calls to employers or graduates were successful?

Bachelor's degree program in Visual Communications: 6

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Bachelor's degree program in Visual Communications: 6

(Section 3-1-303(a)): Additionally, four students in the Visual Communications program, as listed in question 3.05 have attestations on file that could not be verified. The team reviewed the following file:

- Jamie Donoho, Visual Communication program, Job Title: Senior Sales Associate, Company: 7-Eleven, Responsibilities: Ordering store items, assisting in training new associates, provide excellent customer service, managing food service, cleaning, stocking shelves, and placing point of purchase signage.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

The team was provided copies of student homework. During interviews with students, they acknowledge they complete homework assignments.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

COMMENDATIONS:

The program chair is very dedicated to supporting her students and faculty, her efforts to leverage new technology and find innovative ways to continually improve the program.

9. PROGRAM EVALUATION

Academic Associate's Degree in Medical Insurance Coding and Billing

Academic Associate's Degree in Medical Office Management

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
 Ms. Mary Aboutar is the healthcare program chair for both the associate of applied science in Medical Insurance Coding and Billing and the associate of applied science in Medical Office Management. She has been with Westwood College since December of 2009, originally as the program chair for the Medical Assisting program and then in May 2011 as the program chair for the Medical Insurance Coding and Billing and Medical Office Management programs. Ms. Aboutar holds a bachelor's degree in Health Care Administration from St. Leo University. She is a Registered Medical Assistant (RMA) through the American Medical Technologists (AMT), current through April 2014. Ms. Aboutar also holds a certificate in Medical Claims and Billing from the US Career Institute obtained December 2004. She has worked on and off in the field as a RMA and Medical Biller and Coder since 2004.
- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The institution utilizes a Programmatic Advisory Committee (PAC) that combines the Medical Office Management and Medical Insurance Coding and Billing programs. The committee has met once on May 29, 2013 and has another one planned in the near future. There was documentation for a guest speaker on file. New webinars for the healthcare programs are being implemented February 18, 2014 and there is also documentation on the mypath.westwood.edu website under each syllabus' assignments tab for other community involvement projects that are class specific.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No

- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

There was one call attempted for the Associate of Applied Science in Medical Office Management.

There are no graduates for attempted calls in the Associate of Applied Science in Medical Insurance Coding and Billing.

How many calls to employers or graduates were successful?

There was one successful call for the Associate of Applied Science in Medical Office Management.

There are not any graduates in the Associate of Applied Science in Medical Insurance Coding and Billing at this time.

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Associate in Medical Office Management-0

If *No*, insert "Section 3-1-303(a)" in parentheses and explain:

(Section 3-1-303(a)): Although there was one successful contact for graduate from the Medical Office Management program, the student was not placed in field as attested by the institution. The student states that she is a freelance home health aid that does not work for any agency but takes on patients through word of mouth, family, and friends. She also stated that she had been doing this for many years before obtaining her degree and resumed this position post graduation in September 2013. Her primary skills include companionship, cooking, light housekeeping, transportation to physician appointments, and help with activities of daily living (ADL's). The student stated that she does not feel that the training she received from Westwood's Medical Office Management degree has helped her prepare for this position. She previously obtained her bachelor of Healthcare Management from Westwood. Upon team review, there is not a match for job description, title, or skills utilized allowing for an in-field placement of the graduate. The Medical Office Management program specifically states in the catalog, and through review of curriculum offered, that this degree is designed to manage medical office operations and to teach and train students the skills necessary to work with doctors and their patients in a medical office environment. Core curriculum classes include accounting, medical insurance and administrative procedures, principles of human resource manangement, and advanced medical office management, to name a few. The core curriculum involves over 70% management related topics and does not relate the skill set to afford a placement as in-field in regards to a home health aid position.

- 9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?
- Yes No Not Applicable
- 9.21 Does the campus participate in Title IV financial aid?
- Yes No (*Skip to question 9.24*)
- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
- Yes No Not Applicable (Clock hour programs only)
- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
- Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

Electronic gradebooks were reviewed randomly for the Medical Office Management and Medical Insurance Coding and Billing programs. The gradebooks reviewed included: Computer Applications (ITCS101), College Mathematics (MATH107), Success Strategies (PDVE111), Computer Software Applications in Healthcare (MICB151), Healthcare Billing and Reimbursement Systems (MICB240), Anatomy & Physiology I (BIOL170), and Introduction to Health Information Technology (HINT110). Student assignments, course objectives, completion times, and evaluation of progress for those objectives are being met and documented.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?
- (a) Facilities.
 Yes No
- (b) Instructional equipment.
 Yes No
- (c) Resources.
 Yes No
- (d) Personnel.
 Yes No
- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.

- Yes No
 (b) Well-defined instructional objectives.
 Yes No
 (c) The selection and use of appropriate and current learning materials.
 Yes No
 (d) Appropriate modes of instructional delivery.
 Yes No
 (e) The use of appropriate assessment strategies.
 Yes No
 (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

COMMENDATIONS:

The team would like to commend the institution for a well evidenced online layout in design, structure, and implementation of curriculum within the healthcare programs. It is also to be commended that the institution has shown to have tried substantial and adequate career advisement for graduates although geographics may be a challenge.

9. PROGRAM EVALUATION**Academic Associate's Degree in Criminal Justice****Academic Associate's Degree in Paralegal**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Dr. Mario Giannoni is the program chair responsible for administering the academic program for the school of Criminal Justice with Westwood College Online. Dr. Giannoni holds a bachelor's degree and master's degree in Criminal/Social Justice from Lewis University in Romeoville, Illinois, and a doctoral degree in Adult Continuing Education from Northern Illinois University in DeKalb, Illinois.

Mrs. Jennifer Dartt is the interim program chair responsible for administering the Paralegal program. Mrs. Dartt holds a bachelor's degree in Journalism from the University of Texas, Austin, Texas; a master's degree in Business Administration from Westwood College Online, Broomfield, Colorado; and a master's degree in Legal Studies from Texas State University in San Marcos, Texas.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No*, does the campus provide one of the following:
 A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?
 Yes No
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The Criminal Justice program utilizes community resources within several of its courses through project assignments that require students to contact law enforcement agencies in their own community for job shadowing, tours and career goal development. As an example, in course CJ381-Women and Criminal Justice, students were assigned the project of locating a female adolescent juvenile program, in their community, through a church or another criminal justice program. After conducting interviews with staff, students completed a reflection paper sharing their experiences and received peer review feedback through online threaded discussions.
- The Paralegal program also utilizes community resources within its online courses through webinars, specific to course content, such as Fair Debt Collection Practices and Career Management in paralegal careers.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?

Yes No (Skip to question 9.14)

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

If No, insert the section number in parentheses, list the courses, and explain:

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

The following number of calls was made to employers for the following programs:

Academic associate's degree program in Criminal Justice: 5

Academic associate's degree in Paralegal: 9

How many calls to employers or graduates were successful?

The following number of calls, by program was successful:

Academic associate's degree program in Criminal Justice: 1

Academic associate's degree program in Paralegal: 4

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

The following number of successful contacts confirmed the employment of the graduates in the following programs:

Successful contacts confirming employment for Criminal Justice: 1

Successful contacts confirming employment for Paralegal: 4

(Section 3-1-303(a)): Additionally, 15 students in the Criminal Justice and Paralegal programs, as listed in question 3.05 have attestations on file that could not be verified. The team reviewed the following four files:

- Meg Buchanan, Criminal Justice program, Job Title: Department Manager, Company: F & M Restaurants, Responsibilities: Maintain cash control, supervise food production, sanitary conditions, ensure safety of personnel is secure, food ordering, weekly and monthly inventory control, and customer service.
- Reyna Gallegos, Criminal Justice program, Job Title: Varies, Company: Kelly Services, Responsibilities: My position and salary vary depending on the project. With this company I have worked as an administrative assistant, coder, data entry, translator, archive, and customer support.
- Tyler Brady, Paralegal program, Job Title: Guest Service Manager, Company: Ronald McDonald House, Responsibilities: I handle tasks related to the guests using our services including registration, house maintenance, and security concerns. I also manager our volunteer program which includes new volunteer orientation.
- Lisa Diaz, Paralegal program, Job Title: Fine Jewelry Sales, Company: Macy's Inc., Responsibilities: Generate sales and process sales transactions for Macy's clientele. Open store credit and process store credit payments. Inform customers of store promotions and generate sales from information.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If Yes, briefly describe the documentation of evaluation viewed on site.

Documentation of evaluations in out-of-class work was viewed online for both the Criminal Justice and the Paralegal programs. Out-of-class work was evident in various research focus topics presented by the instructors, to be completed by students outside the threaded discussions, in written reflection papers or scenario-based presentations in PowerPoint. Students received weekly instructor feedback, documented within the threaded discussions or in grade form, with evaluation.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?
- (a) Systematic planning.
 Yes No
- (b) Well-defined instructional objectives.
 Yes No
- (c) The selection and use of appropriate and current learning materials.
 Yes No
- (d) Appropriate modes of instructional delivery.
 Yes No
- (e) The use of appropriate assessment strategies.
 Yes No
- (f) The use of appropriate experiences.
 Yes No
- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No
- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No
- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No
- 9.30 Are teaching loads reasonable?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable

9. PROGRAM EVALUATION

Bachelor's Degree in Criminal Justice: Major in Administration

Bachelor's Degree in Criminal Justice: Major in Corrections

Bachelor's Degree in Criminal Justice: Major in Investigations

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Dr. Mario Giannoni is the program chair responsible for administering the academic program for the school of Criminal Justice. Dr. Giannoni holds a doctoral degree in Adult Continuing Education from Northern Illinois University in DeKalb, IL; a master's degree and a bachelor's degree in Criminal/Social Justice from Lewis University in Romeoville, IL.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No*, does the campus provide one of the following:
 A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?
 Yes No
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 The Criminal Justice program utilizes community resources within several of its courses through project assignments that require students to contact law enforcement agencies in their own community for job shadowing, tours and career goal development. As an example, in course CRJS211-Communication for the CJ Professional, students were assigned the project of contacting a bilingual law enforcement professional, in their community and interview cultural benefits and career goals. Students completed a reflection paper, after interview staff, sharing their experiences and receiving peer review feedback through online threaded discussions.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

- (a) Title and course descriptions
 Yes No
- (b) Course numbers
 Yes No
- (c) Course prerequisites and/or corequisites
 Yes No
- (d) Instructional contact hours/credits
 Yes No
- (e) Learning objectives
 Yes No
- (f) Instructional materials and references
 Yes No
- (g) Topical outline of the course
 Yes No
- (h) Instructional methods
 Yes No
- (i) Assessment criteria
 Yes No
- (j) Method of evaluating students
 Yes No
- (k) Date the syllabus was last reviewed
 Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
- (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

- Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

- Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

- Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

There were 18 calls made to the employers.

How many calls to employers or graduates were successful?

There were 10 successful calls

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

There were 8 successful calls.

If *No*, insert "Section 3-1-303(a)" in parentheses and explain:

(Section 3-1-303(a): The team was not able to verify the backup documentation to support the placement rate, in the field of study for the program as reported during phone verification of job placements.

- Ms. Rebecca (Boyle) Thornton graduate of the Criminal Justice (CRMJ) graduate's position as Youth Advocate for the Coalition for Family Harmony was confirmed by Human Resources as a support advocate, similar to a big sister for the youth in the program and the intent of continuity is indefinite. HR stated that Rebecca more than likely was not using any of her field of study skills, which is a bachelor's degree in Criminal Justice. Rebecca does not endorse any skills used within her field of study, in this call. She works with kids on probation, so the employer could be a drop-in resource center mandated by the youth courts for juveniles for Alcoholics Anonymous or Narcotics Anonymous meetings or group counseling sessions with or without parents. In addition, the team learned that, Rebecca signed kids in and out from a counter/desk location. A bachelor's degree in Criminal Justice is not needed for such a position.
 - The school categorized Ms. (Boyle) Thornton as placed based on skills matched, stating she that is a youth advocate and child, family, and school social workers; works with teens on probation in after school programs. Additionally, the school provided an employment verification form that was self verified by the student, that lists job duties as works with teens on probation in after school program. No other documentation was provided to confirm placement (infield/related).
- Mr. Alfred Segundo, graduate of the Criminal Justice program, was employed at JD Machine Tech as a Store Clerk. His job duties listed included: greeting customers and helping them with any questions they have about our products; assisting the customer in picking the right product; and maintaining a clean and safe work environment. The employment verification that the school provided was self-verified by the student, stating he works the front counter at a firearms store and manufacturer. The team, based on review of various pieces of information, does not feel that the skills from Mr. Segundo's bachelor's degree are being used for a sales position. Further, the team finds that a bachelor's degree is not needed for such a position.
 - The campus provided documentation that suggested Mr. Segundo was placed as a skills match, stating that the employer manufactures firearms and maintains constant contact with technical experts throughout the law enforcement community. The campus maintains that the job duties align with learning outcomes of the following courses: CRJS275 – Constitutional Law, CRJS111 – Introduction to Policing, and CRJS291 – Criminal Justice Administration*. The team was unable to verify that the skills from these courses were being used in this position.
 - The website <http://www.jdmachinetech.com/> was provided. The team found that employees must have knowledge of gun laws, backgrounds checks, etc. Additionally, the company works with military and law officers. Documentation from the website that was provided by the school includes information that JD Machine Tech has multiple armorers on staff and maintain constant contact with technical experts throughout the Military/Law Enforcement community and the firearms industry. However, the team found no correlation between the background of the company and the actual skills that Mr. Segundo is using to rationalize a placement in the CAR.
 - - *CRJS275 Constitutional Law – This course explores history of the Constitution of the United States and its application to the legal system. Topics include the structure of the Constitution and its amendments, historical basis of the Constitution and its amendments, separation of powers, judicial review, and court decisions pertinent to contemporary legal issues. Upon successful completion of this course, students will be able to identify and discuss the basic structure of the US Constitution and analyze rights, procedures, and issues as interpreted by the courts.
 - CRJS111 Introduction to Policing – This course presents an overview of contemporary law enforcement agencies and their functions within the criminal justice system. Topics include historical development, roles and functions, the police sub-culture, ethics, corruption, and civil liability. Upon successful completion of this course, students will be able to describe the functions of modern law enforcement agencies, explain their histories and roles in society, and identify contemporary policing trends and issues.
 - CRJS291 Criminal Justice Administration – This course examines the administration of the three components of the justice system. Topics include personnel roles and functions, issues and practices, rights of criminal justice employees, labor relations, and practices, rights of criminal justice employees, labor relations, financial administration, study and scope of justice administration, and administrative principles and practices. Upon successful completion of this course, students will be able to describe the concepts, terms, and realities of criminal justice administration.

9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

Documentation of evaluations for out-of-class work was viewed online for the Criminal Justice program. Out-of-class work was evident in various research focus topics presented by the instructors, to be completed by students outside the threaded discussions, in written reflection papers or scenario-based presentations in Powerpoint. Students received weekly instructor feedback, documented within the threaded discussions or in grade form, with evaluation.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

- (a) Facilities.
 Yes No
 (b) Instructional equipment.
 Yes No
 (c) Resources.
 Yes No
 (d) Personnel.
 Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

- (a) Systematic planning.
 Yes No
 (b) Well-defined instructional objectives.
 Yes No
 (c) The selection and use of appropriate and current learning materials.
 Yes No
 (d) Appropriate modes of instructional delivery.
 Yes No
 (e) The use of appropriate assessment strategies.
 Yes No
 (f) The use of appropriate experiences.
 Yes No

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?
 Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?
 Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?
 Yes No

- 9.30 Are teaching loads reasonable?
 Yes No

- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No

- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No

- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?

Yes No Not Applicable (institution offers all four years of the degree)

9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?

Yes No Not Applicable (no students in the third and fourth years)

9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?

Yes No

9. PROGRAM EVALUATION

Academic Associate's Degree in Graphic Design: Animation

Bachelor's Degree in Graphic Design: Animation

Bachelor's Degree in Graphic Design: Game Art

Bachelor's Degree in Graphic Design: Web Design

Bachelor's Degree in Software Development: Game Software Development

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (*Skip to question 9.02*)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Carey Richards is the program chair for the Game Art and Animation Department at Westwood College online. Mr. Richards holds a bachelor's degree in Art Studio from Colorado College in Colorado Springs, Colorado and a master's degree in 3D Animation/Digital Effects from Regis University in Denver, Colorado. Mr. Richards owns and works in Media Arts for CKR Productions from 1996 to the present.

Mr. Brian Leader is the program chair for the Game Software Department at Westwood College Online. Mr. Leader holds a bachelor's degree in Aerospace Engineering from Boston College in Boston, Massachusetts and a master's degree in Aeronautical Engineering from Rensselaer Polytechnic Institute in Troy, New York. Mr. Leader, also, is the chief programmer for Ideas Live as a game and educational software development and manager from September 1997 to the present.

Dr. Claire Boger is the program chair for the Web Design Department at Westwood College Online. Dr. Boger holds a bachelor's degree in Visual Communications from the School of Visual Arts in New York, New York, a master's degree in Computer Art from the School of Visual Arts in New York, New York, and a doctoral degree in Education from Capella University in Minneapolis, Minnesota.

Ms. Kelley Goethals is the program chair for the Graphic Design and Visual Communications Department. Ms. Goerhals holds an academic associate's degree in Art from the University of West Florida in Pensacola, Florida; a bachelor's degree in Art from the University of Central Florida in Orlando, Florida; and a master's degree in Graphic Design from Savannah College of Art and Design in Savannah, Georgia.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:

(a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 70%?

Yes No Not Applicable (Additional Location Inclusion only)

If *No*, does the campus provide one of the following:

A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

9.07 List the community resources and describe how they are utilized to enrich the program(s).

The team confirmed the programs utilize their Program Activities Committee (PAC) to provide expertise in the specific areas of concentration. The programs, also, utilized guest speakers who login online with the students. These resources provide the students with insight from professionals, doing business in the field to ensure the students are learning the necessary skills to compete for jobs, in their respective areas, as well as, their respective locations.

9.08 Is the utilization of community resources sufficient to enrich the program?

Yes No

9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?

Yes No

9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?

Yes No

9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?

Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)

9.12 Does the program use independent studies?

Yes No (*Skip to question 9.14*)

9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?

Yes No

9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?

Yes No

9.16 Is an appropriately detailed syllabus on file for each course that includes:

(a) Title and course descriptions

Yes No

(b) Course numbers

Yes No

(c) Course prerequisites and/or corequisites

Yes No

(d) Instructional contact hours/credits

Yes No

(e) Learning objectives

Yes No

(f) Instructional materials and references

Yes No

(g) Topical outline of the course

Yes No

(h) Instructional methods

Yes No

(i) Assessment criteria

Yes No

(j) Method of evaluating students

Yes No

(k) Date the syllabus was last reviewed

Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

(l) Out-of-class work assignments that support the learning objectives for the course

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

(m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in Graphic Design: 6

Bachelor's degree program in Graphic Design-Animation: 3

Bachelor's degree program in Graphic Design-Game Art: 4

Bachelor's degree program in Graphic Design-Web Design: 4

Bachelor's degree program in Software Development-Game Software: 6

How many calls to employers or graduates were successful?

Academic associate's degree program in Graphic Design: 3

Bachelor's degree program in Graphic Design-Animation: 1

Bachelor's degree program in Graphic Design-Game Art: 2

Bachelor's degree program in Graphic Design-Web Design: 2

Bachelor's degree program in Software Development-Game Software: 3

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

Academic associate's degree program in Graphic Design: 3

Bachelor's degree program in Graphic Design-Animation: 1

Bachelor's degree program in Graphic Design-Game Art: 2

Bachelor's degree program in Graphic Design-Web Design: 2

Bachelor's degree program in Software Development-Game Software: 3

(Section 3-1-303(a)): Additionally, eight students in the various Graphic Design programs, as listed in question 3.05 have attestations on file that could not be verified. The team reviewed the following file:

- Mr. Romulo Salgado, Graphic design program, Job Title: Electrician, Company: Bright Future, Responsibilities: Section of the form left blank.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (*Skip to question 9.24*)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?

Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The team evaluated student's homework, which was appropriate for the subject matter and consistent with the requirement, as defined on the respective program's course syllabi.

9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.

Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

9.30 Are teaching loads reasonable?

Yes No

9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?

- Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

The team found the program was, generally, well- conceived, directed, and taught.

COMMENDATIONS:

This is a well- run campus with competent, caring faculty, administration and staff, all dedicated to the single goal of student success.

9. PROGRAM EVALUATION**Academic Associate's Degree in Information Technology**

- 9.01 Is licensure, certification or registration required to practice in the specific career field?
 Yes No (*Skip to question 9.02*)
- 9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?
Mr. Jared Spencer is the program chair for the information technology programs. Mr. Spencer holds a master's degree in Internet Information Systems from Robert Morris University, bachelor's degree in Information Systems Management from Robert Morris University, and an associate's degree in Accounting and business management from Jefferson Community College. He also has certifications in the following areas; A+, Network+, Linux+, Linux (LPIC-1), IBM's certifications in pSeries AIX Systems Administration and Certified Specialist AFS, MCSA Windows 2000 and Windows Server 2003, MCITP Enterprise Administrator, Windows Server 2008,

and MCSE Windows Server 2012. In addition to his current position as program chair, Mr. Spencer has also been employed as a software engineer with IBM since 1998.

- 9.03 Does this individual possess appropriate academic or experiential qualifications?
 Yes No
- 9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?
 Yes No
- 9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?
 Yes No
- 9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed- the standards for the following areas:
 (a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?
 Yes No Not Applicable (Additional Location Inclusion only)
 (b) Student placement rate of 70%?
 Yes No Not Applicable (Additional Location Inclusion only)
- If *No*, does the campus provide one of the following:
 A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?
 Yes No
- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
 Students are directed to attend webinars associated with the field of study. Adobe Connect is also used to allow guest speakers to communicate with students. The program chair and faculty members are using networking to identify additional guest speakers to conduct webinars and assist student in job search techniques.
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
 (a) Title and course descriptions

- Yes No
 (b) Course numbers
 Yes No
 (c) Course prerequisites and/or corequisites
 Yes No
 (d) Instructional contact hours/credits
 Yes No
 (e) Learning objectives
 Yes No
 (f) Instructional materials and references
 Yes No
 (g) Topical outline of the course
 Yes No
 (h) Instructional methods
 Yes No
 (i) Assessment criteria
 Yes No
 (j) Method of evaluating students
 Yes No
 (k) Date the syllabus was last reviewed
 Yes No

For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:

- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
 (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

- 9.17 Do students confirm that they receive a course syllabus and that it is followed?
 Yes No
- 9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?
 Yes No
- 9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?
 Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Academic associate's degree program in information technology (IT-Other) 7

How many calls to employers or graduates were successful?

Academic associate's degree program in information technology (IT-Other) 1

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All successful calls confirmed the employment of the graduate as reported on the 2012 – 2013 CAR.

- 9.20 Was documentation on file to verify graduates classified on the CAR as “not available for placement”?
 Yes No Not Applicable
- 9.21 Does the campus participate in Title IV financial aid?
 Yes No (*Skip to question 9.24*)
- 9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?
 Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The team was provided access to the online grade book and student homework assignments. During interviews with the students, they verified they complete homework assignments.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

(a) Facilities.
 Yes No

(b) Instructional equipment.

Yes No

(c) Resources.

Yes No

(d) Personnel.

Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

(a) Systematic planning.

Yes No

(b) Well-defined instructional objectives.

Yes No

(c) The selection and use of appropriate and current learning materials.

Yes No

(d) Appropriate modes of instructional delivery.

Yes No

(e) The use of appropriate assessment strategies.

Yes No

(f) The use of appropriate experiences.

Yes No

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

- 9.30 Are teaching loads reasonable?

Yes No

- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?

Yes No

- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?

Yes No

- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?

Yes No

- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?

Yes No Not Applicable (no students in the second year)

9.42 Are the second-year courses based upon appropriate first-year prerequisites?

Yes No Not applicable

GENERAL COMMENTS:

Overall students and faculty members are satisfied with the quality of education. The access to certifications training and instructors' expertise in the field greatly enhance the students learning.

9. PROGRAM EVALUATION

Bachelor's Degree in Network Management

Bachelor's Degree in Systems Security

Bachelor's Degree in Computer Forensics

Occupational Associates in Information and Network Technologies

9.01 Is licensure, certification or registration required to practice in the specific career field?

Yes No (Skip to question 9.02)

9.02 Who is assigned to administer the academic program(s), and what are this person's qualifications?

Mr. Jared Spencer is the program chair for the information technology programs. Mr. Spencer holds a master's degree in Internet Information Systems from Robert Morris University, bachelor's degree in Information Systems Management from Robert Morris University, and an associate's degree in Accounting and business management from Jefferson Community College. He also has certifications in the following areas: A+, Network+, Linux+, Linux (LPIC-1), IBM's certifications in pSeries AIX Systems Administration and Certified Specialist AFS, MCSA Windows 2000 and Windows Server 2003, MCITP Enterprise Administrator, Windows Server 2008, and MCSE Windows Server 2012. In addition to his current position as program chair, Mr. Spencer has also been employed as a software engineer with IBM since 1998.

9.03 Does this individual possess appropriate academic or experiential qualifications?

Yes No

9.04 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of the educational program(s)?

Yes No

9.05 Are the time and resources devoted to the administration of the educational program(s) sufficient?

Yes No

9.06 Does the program meet the needs of its students and the requirements of the Council, as shown by student achievement outcomes which meet or exceed the standards for the following areas:

(a) Student retention rate of 65% (programs >1 year in length) OR 70% (programs ≤ 1 year in length)?

Yes No Not Applicable (Additional Location Inclusion only)

(b) Student placement rate of 70%?

Yes No Not Applicable (Additional Location Inclusion only)

If No, does the campus provide one of the following:

A Campus Effectiveness Plan (CEP) that includes an improvement plan for this program with data, analysis and activities to meet or exceed Council requirements?

Yes No

The information technology - forensics program has a retention rate of 59%. The other bachelor programs that have students enrolled have met the retention rate standard.

- 9.07 List the community resources and describe how they are utilized to enrich the program(s).
Students are directed to attend webinars associated with the field of study. Adobe Connect is also use to allow guest speakers to communicate with students. The program chair and faculty members are using networking to identify additional guest speakers to conduct webinars and assist student in job search techniques
- 9.08 Is the utilization of community resources sufficient to enrich the program?
 Yes No
- 9.09 Does the curriculum evidence a well-organized sequence of appropriate subjects leading to an occupational objective, an academic credential, or both?
 Yes No
- 9.10 Does the catalog and/or other advertising material such as brochures and web site, accurately describe the program and its objectives?
 Yes No
- 9.11 For programs that include practica, externships, or internships, does the institution have a written and mutually signed agreement that outlines the arrangement between the institution and the practicum site, including specific learning objectives, course requirements, and evaluation criteria?
 Yes No Not Applicable (these elements are not part of the program *or* no student is at the point of needing them)
- 9.12 Does the program use independent studies?
 Yes No (*Skip to question 9.14*)
- 9.14 Are the curriculum and length of the program appropriate to meet the educational and placement objectives of the program?
 Yes No
- 9.15 Are course prerequisites appropriate, are they identified in the catalog and on the course syllabi, and are they being followed?
 Yes No
- 9.16 Is an appropriately detailed syllabus on file for each course that includes:
- (a) Title and course descriptions
 Yes No
 - (b) Course numbers
 Yes No
 - (c) Course prerequisites and/or corequisites
 Yes No
 - (d) Instructional contact hours/credits
 Yes No
 - (e) Learning objectives
 Yes No
 - (f) Instructional materials and references
 Yes No
 - (g) Topical outline of the course
 Yes No
 - (h) Instructional methods
 Yes No
 - (i) Assessment criteria
 Yes No
 - (j) Method of evaluating students
 Yes No
 - (k) Date the syllabus was last reviewed
 Yes No
- For Title IV participant campuses that have lecture courses in credit hour programs or clock-to-credit hour programs only:***
- (l) Out-of-class work assignments that support the learning objectives for the course
 Yes No Not Applicable (Additional Location Inclusion OR clock hour program)
 - (m) A description of the minimum amount of time a student is expected to spend on completion of the work assignments

Yes No Not Applicable (Additional Location Inclusion OR clock hour program)

9.17 Do students confirm that they receive a course syllabus and that it is followed?

Yes No

9.18 Are the courses available when needed by the student in the normal pursuit of a program of study?

Yes No

9.19 Was the team able to verify the backup documentation to support the placement rate for the program(s) as reported on the last Campus Accountability Report submitted to the Council?

Yes No Not Applicable (there have been no graduates)

How many calls to employers or graduates were attempted?

Bachelor's degree program in Information Technology - Forensics, Network Management, and Systems Security: 10

How many calls to employers or graduates were successful?

Bachelor's degree program in Information Technology - Systems Security: 1

How many of the successful contacts confirmed the employment of the graduate as reported on the CAR? Please explain any discrepancy between the number of successful contacts and confirmations.

All successful calls confirmed the employment of the graduate as reported on the CAR.

(Section 3-1-303(a)): Additionally, 23 students in the various Information Technology programs, as listed in question 3.05 have attestations on file that could not be verified The team reviewed the following five files:

- Ms. Melissa Bardowell, Information Technology Program, Job Title: Receptionist, Company: Atlanta Gastroenterology Association, Responsibilities: Greets patients and visitors in a prompt and helpful manner; provides instructions/directions as needed, ensures patient information is complete and accurate; updates patient profiles and scans required documents in Centricity if necessary, Collects co-payments and outstanding balances, manages patient monies collected and closes batches at end of the day, provides necessary release and HIPAA forms to patient for completion and signature.
- Mr. Christopher Halle, Information Technology Program, Job Title: Shipping Receiving Clerk, Company: Thomasville Furniture Brands International, Responsibilities: Box up cushion cores and backs. I fill cushions and bolsters. I also roll yardage for customers and other businesses.
- Ms. Heather Hintz, Information Technology Program, Job Title: Manager, Company: Regal Jewelry, Responsibilities: order/receive inventory, jewelry repair, jewelry sales, daily/monthly reports.
- Mr. Lamart Smith, Information Technology Program, Job Title: Management, Company: UPS SCS, Responsibilities: section of the form blank.
- Mr. Christopher Webb, Information Technology Program, Job Title: Electrician, Company: Kinchen Electric, Responsibilities: Full qualified electrician/all types of electrical construction. Residential/commercial/industrial.

9.20 Was documentation on file to verify graduates classified on the CAR as "not available for placement"?

Yes No Not Applicable

9.21 Does the campus participate in Title IV financial aid?

Yes No (Skip to question 9.24)

9.22 Does the campus' written procedures (as evidenced by their academic credit analysis) support the written policy and definition of a credit hour as defined by the U.S. Department of Education for Title IV funding?

Yes No Not Applicable (Clock hour programs only)

- 9.23 Is there evidence that out-of-class work or the equivalency is being evaluated?
 Yes No Not Applicable (Clock hour programs only)

If *Yes*, briefly describe the documentation of evaluation viewed on site.

The team was provided homework assignments to review. During interviews with students and faculty, the team was advised of the homework assignments and requirements.

- 9.24 Are the following appropriate to adequately support the number and nature of the program?

- (a) Facilities.
 Yes No
 (b) Instructional equipment.
 Yes No
 (c) Resources.
 Yes No
 (d) Personnel.
 Yes No

- 9.25 Are the following elements appropriately incorporated into the instructional components of the program?

- (a) Systematic planning.
 Yes No
 (b) Well-defined instructional objectives.
 Yes No
 (c) The selection and use of appropriate and current learning materials.
 Yes No
 (d) Appropriate modes of instructional delivery.
 Yes No
 (e) The use of appropriate assessment strategies.
 Yes No
 (f) The use of appropriate experiences.
 Yes No

- 9.26 Are all faculty assigned to teach in no more than three fields of instruction, with no more than five preparations?

Yes No

- 9.27 Do the faculty members' qualifications meet the minimum requirements outlined in the *Accreditation Criteria*, and are their qualifications academically and experientially appropriate to the subject matter they teach and the level of the credential awarded?

Yes No

- 9.28 Is the size of the faculty appropriate to the total student enrollment?

Yes No

- 9.29 Is an adequate core of full- and part-time faculty employed to ensure sound direction and continuity of development for the program?

Yes No

- 9.30 Are teaching loads reasonable?

Yes No

- 9.31 Do all instructors teach no more than 32 hours per week (except for an overload of one subject allowed with additional compensation)?

Yes No

- 9.32 What is the current student/teacher ratio?

The current student/teacher ratio is 10:1 in the occupational associate's degree program in Information and Network Technologies.

- 9.33 Is the current student-teacher ratio reasonable for the mode of delivery and course content?

Yes No

- 9.34 Is the number of hours required to complete the occupational associate's degree at least 60 semester hours, 90 quarter hours, or 1800 clock hours or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.35 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.36 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.37 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No
- 9.38 Is the number of hours required to complete the program at least 60 semester hours, 90 quarter hours, or their equivalent, earned over a period of four semesters, six quarters, or the equivalent?
 Yes No
- 9.39 Is there a minimum of 30 semester hours, 45 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.40 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.41 Is enrollment in the second academic year of the two-year program sufficient to support regularly scheduled classes?
 Yes No Not Applicable (no students in the second year)
- 9.42 Are the second-year courses based upon appropriate first-year prerequisites?
 Yes No Not applicable
- 9.43 Is the number of hours required to complete the program at least 120 semester hours, 180 quarter hours, or their equivalent, earned over a period of eight semesters, 12 quarters, or the equivalent?
 Yes No
- 9.44 Is there a minimum of 60 semester hours, 90 quarter hours, or their equivalent in courses within the area of concentration?
 Yes No
- 9.45 If the institution offers only the last two years of the bachelor's degree program, do the catalog and all advertising materials clearly describe the requirements for admission?
 Yes No Not Applicable (institution offers all four years of the degree)
- 9.46 Does the curriculum quantitatively and qualitatively approximate the standards at other collegiate institutions offering the same degree?
 Yes No
- 9.47 Is enrollment in the third and fourth years of the bachelor's program sufficient to support regularly scheduled classes and laboratory work?
 Yes No Not Applicable (no students in the third and fourth years)
- 9.48 Are the third- and fourth-year courses based upon appropriate prerequisites?
 Yes No

GENERAL COMMENTS:

Overall students and faculty members are satisfied with the quality of education. The access to certifications training and instructors' expertise in the field greatly enhance the students learning.

NONTRADITIONAL EDUCATION

- Distance Education
- Self-Paced Instruction
- Consortium Agreements

H.01 Who is assigned to provide administration of the distance education activities at the institution, and what are this person's qualifications?
Mr. Lou Pagano, chief operating officer of Westwood College Online, administers the distance education activities. Mr. Pagano holds a bachelor's degree in Electrical Engineering from SUNY at Buffalo and a master's degree in Engineering Management from National Technology University. He has held various executive level positions throughout the past 10 years at Westwood including campus president and regional vice president. His position is 100% administrative.

Mr. Pagano is supported by Dr. Aimee Callahan, academic dean, who oversees the online curriculum in collaboration with the academic affairs curriculum design team members, program chairs, students, faculty, and academic operations managers. Dr. Callahan has a doctoral degree in Adult Learning and Postsecondary Education; two master's degrees, one in Adult Learning and Postsecondary Education and one in Communication & Journalism; and a bachelor's degree in Theatre and Dance; all of her credentials are from the University Wyoming.

H.02 Does this individual possess appropriate academic or experiential qualifications?

Yes No

H.03 Is there evidence that the program administrator has sufficient authority and responsibility for the development and administration of this mode of delivery?

Yes No

H.04 Are the time and resources devoted to the administration of distance education sufficient?

Yes No

H.05 Did the institution receive approval from ACICS prior to using distance education as a mode of delivery?

Yes No

H.06 Does the institution have a plan to implement distance education instruction?

Yes No

The campus offers all of its programs exclusively online. Therefore, all academic and students services are provided through an asynchronous virtual environment with adequate on-ground facilities and telecommunications to support its operations.

The course/program content and delivery format is developed by its parent company, Alta Colleges, Inc., central administration curriculum team whose members include master's prepared personnel with over 40 years of combined experience in instructional design, including 25 years in online development. The team collaborates with subject-matter experts from each content area. Ultimately, administration and faculty, review, give feedback, and make recommendations to ensure curricula are aligned with and meeting students' expectations and fulfilling its campus mission. A memorandum documents this system.

H.07 If the institution has a plan, does it include the following:

(a) Rationale?

Yes No

(b) Resources?

Yes No

(c) Course/program objectives?

Yes No

(d) Course content?

Yes No

(e) Student assessment?

Yes No

H.08 Does the institution integrate this plan into the Campus Effectiveness Plan?

Yes No

H.09 Is the delivery method appropriate for students and the curriculum?

Yes No

H.10 Are admission requirements for distance education courses/programs identified by the institution?

Yes No Not Applicable (no additional admissions requirements)

As previously stated, the campus offers all of its programs exclusively online; therefore, there are no distinctions between its admissions requirements for online versus on campus programs.

H.11 If an admissions test is required, is it administered in a manner which verifies the student's identity?

Yes No Not Applicable (no admissions test required)

H.12 Does the institution make it clear in writing at the time of enrollment how the student's identity will be verified throughout the course and program?

Yes No Not Applicable

H.13 Does the institution make it clear in writing at the time of enrollment how the student's privacy will be protected in the identity verification process?

Yes No

H.14 Does the institution make it clear in writing at the time of enrollment if the student will be assessed any additional charges or fees associated with the verification of student identity?

Yes No

If Yes, explain how and when this information is disclosed.

There are no additional charges or fees associated with the verification of student identity.

H.15 Do students confirm that the institution clearly and appropriately states any requirements they must possess or have access to in order to assess this mode of delivery during the admissions/enrollment process?

Yes No

H.16 Does the institution provide an on-line orientation program to familiarize students with the equipment and resources used in the distance education activities?

Yes No

H.17 Do syllabi identify course learning objectives and does each course learning objective support one or more program learning outcomes?

Yes No

H.18 Describe how the courses provide opportunities for interaction between faculty and students.

The following strategies are used to facilitate online faculty and student interaction: an "Announcements" feature for all courses that provides directives through instructor postings; a threaded discussion forum in which students are required to post statements and peer responses for which they receive instructor feedback; and an assignment feature with a grade book link that provides a dialogue between an instructor and individual student. In addition, students are encouraged to contact their instructors by email or telephone if an individual or personal response is needed-the instructor's contact information is accessible through the course's home page. Access to and observation of scheduled online courses and 98% of the responses to a student questionnaire given while the team was on-site verify these interactions.

Are these opportunities sufficient and appropriate?

Yes No

H.19 Describe how the courses provide opportunities for interaction among students.

Students interact with peers through threaded discussion forums that require direct responses to peers' postings; group project assignments that require dialogue among group members using email, telecommunications, or scheduled face-to-face meetings as appropriate; and an email utility feature in each course that provides the ability to send group or individuals emails to peers. Access to

and observation of scheduled online courses and 97% of the responses to a student questionnaire given while the team was on-site verify these interactions.

Are these opportunities sufficient and appropriate?

Yes No

H.20 Does the institution demonstrate that the clock or credit hours required and awarded are appropriate for the degrees and credentials offered using a thoroughly developed rationale?

Yes No

H.21 Is the curriculum administered in a way that maintains security of access?

Yes No

H.22 Describe the student identity verification method used by the campus.

Students are assigned access to MyPath through the SMART student information system. When applicants are accepted and become Westwood College Online students they are assigned their own login information which allows them access to MyPath and their campus email. This login verifies the student is "the student who enrolled at the campus." Page 71 of the 2014 Academic Catalog Westwood College-Online, Volume 6, NO. 1 explicitly outlines the "Prohibited Use of Information Technology Resources" for students; students are prompted to review this outline during the online orientation.

Is this method adequate?

Yes No

H.23 Does the institution employ academically and experientially credentialed faculty to teach online courses?

Yes No

H.24 Describe the institutions learning management system.

The Blackboard learning management system is utilized to deliver online courses. The campus refers to Blackboard as MyPath. MyPath is an institutional shell with a home page that enables students, faculty, and staff to connect to Blackboard, the library, tutoring services, student resources, career services and other information and support through a single log in.

H.25 Are the faculty properly trained to utilize the institutions learning management system for purposes of instruction, communication, and assessment?

Yes No

H.26 Does the institution provide an accessible and reliable learning management system and technical support to effectively facilitate online instruction and learning?

Yes No

H.27 Does the institution demonstrate appropriate faculty student ratios to support:

(a) Faculty and student interaction?

Yes No

(b) Facilitation of interaction among students?

Yes No

(c) Facilitation of interaction with curriculum content?

Yes No

H.28 Is there evidence that appropriate faculty development plans have been developed and implemented on an annual basis for those faculty members teaching online courses, including documentation to support completed activities listed on the plans?

Yes No

H.29 Does the institution have adequate financial resources to support the courses/program(s)?

Yes No

- H.30 Does the institution demonstrate that students taking online courses have access to the same or equivalent library resources and support as on ground students?
 Yes No
- H.31 How does the institution orient online students to its learning management system, resources, and support services (including technical support)?
 Students are required to complete an online orientation prior to beginning coursework. The orientation is provided in a self-paced, online format accessible through MyPath. Students participate in activities which familiarize them with learning platform navigation, technical support access, student resource information and access, and student success lessons. The virtual workshop requires students to complete quizzes and graded assignments throughout the process. In response to a questionnaire given by the team while on-site, 92% of the student respondents confirmed they had participated in the orientation. A majority of students confirmed it helped them to navigate the system.
- Is this orientation adequate?
 Yes No
- H.32 Does the institution provide support services for online students which are the same or equivalent to those provided for on ground students in the follow areas:
 (a) Counseling?
 Yes No
 (b) Academic advising?
 Yes No
 (c) Financial aid?
 Yes No Not Applicable (Institution does not participate in financial aid)
 (d) Employment assistance?
 Yes No Not Applicable (Institution enrolls only international students on a student visa)
- H.33 Are the course learning objectives for online courses the same as the learning objectives for the same on-ground courses?
 Yes No N/A
- The campus does not offer on-ground courses; therefore, there is no basis for or validity of comparison.
- H.34 Does assessment and assignments demonstrate student achievement of course learning objectives?
 Yes No
- H.35 Does the institution document that it conducts the following:
 (a) Course/program evaluations (including assessments of educational outcomes)?
 Yes No
 (b) Student retention and placement?
 Yes No
 (c) Student satisfaction?
 Yes No
 (d) Faculty satisfaction?
 Yes No
 (e) Employer satisfaction?
 Yes No
- H.36 Does the institution fully disclose what forms of instruction it uses in its catalog and web site and, when appropriate, in its advertising and promotional material?
 Yes No

GENERAL COMMENTS:

To obtain a robust sample of student and faculty perspectives who are engaged in an exclusively online, off-site environment, students and faculty were invited via email to participate in an anonymous survey through SurveyMonkey®. Within a 24-hour period while the team was on-site, nearly 500 students and over 100 faculty members responded. Student responses to queries about orientation, reviewing syllabi and objectives, interactions

with faculty and peers, and access to student services, resulted in a 97% positive response rating. Faculty member responses to queries about interactions with students, teaching approaches, administrative support, and use of community resources, resulted in a 98% positive response rating. Questions were objective with "yes/no" responses, and space was provided for brief comments. The data collected was deleted immediately following a review of the analyses generated by the site and the comments. The reliability of the surveys is comparable to on-site classroom visits, faculty meetings, and individual interviews. The validity of the responses is no greater than providing a sample of student and faculty perspectives about their experiences.

SUMMARY

The institution is not in compliance with the *Accreditation Criteria* in the following areas:

<u>Number</u>	<u>Citation</u>	<u>Summary Statement</u>
1	3-1-303(a)	The school does not keep adequate records as it relates to accreditation and licensure or the CAR, specifically regarding placement classifications, attestations, and waiver verification (pages 8-11, 31-32, 37, 41, 45, 49, 53-4, 58, and 67).
2	3-1-303(e), 3-1-701, and Appendix C	The catalog does not contain an explanation of the grading system that is consistent with the one that appears on the transcript (page 11 and 22).

RECOMMENDATIONS

The evaluation team offers the following recommendations for the institution's consideration (*These recommendations are not included in the report seen by the Council*):

Publications

- Combine multiple addenda into one document with appropriate date headings for changes, to avoid accidental exclusion of separate sections.

Library

- Renew the lapsed subscription to the EBSCO Master Search database to enhance student research resources in the undergraduate and graduate business programs.

Computer Aided Design/Architectural Drafting

- Faculty suggested an interview process for students coming into the Computer Aided Design/Architectural Drafting program. This approach does not need to be stringent, such as a portfolio requirement but more of a casual conversation an inquiry into the individual's ideas on the industry and what is involved.

From: Deborah Hill <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/255E33F944F44532A6EC364A80117B1B-DHILL>
Sent: 11/1/2012 1:47:42 PM -0400
To: Albert C. Gray <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1a35d9f738542d48eb5f1ddabe428e0-agray>
Subject: Emailing: Westwood College Meeting 10 26 2012 updated
Attachments: Westwood College Meeting 10 26 2012 updated.ppt

Your message is ready to be sent with the following file or link attachments:

Westwood College Meeting 10 26 2012 updated

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.

From: Deborah Hill <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/255E33F944F44532A6EC364A80117B1B-DHILL>
Sent: 11/1/2012 4:28:02 PM -0400
To: Albert C. Gray <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1a35d9f738542d48eb5f1ddabe428e0-agray>
Subject: Emailing: Westwood College Meeting 10 26 2012 updated
Attachments: Westwood College Meeting 10 26 2012 updated.ppt

Your message is ready to be sent with the following file or link attachments:

Westwood College Meeting 10 26 2012 updated

Note: To protect against computer viruses, e-mail programs may prevent sending or receiving certain types of file attachments. Check your e-mail security settings to determine how attachments are handled.



Westwood College

Dr. Albert C. Gray
Executive Director and CEO
Accrediting Council for Independent Colleges and Schools

ACICS Vision

ACICS will be the premier higher education accreditor for tomorrow's workforce.



ACICS Mission Statement

The mission of the Accrediting Council for Independent Colleges and Schools is to advance educational excellence at independent, nonpublic career schools, colleges, and organizations in the United States and abroad. This is achieved through a deliberate and thorough accreditation process of quality assurance and enhancement as well as ethical business and educational practices.



Accreditation Elements

Educational Excellence



Standards

Accountability

**Continuous
Quality Improvement**



The Accreditation “Loop”



Value of Accreditation to the Public

- ▶ Improve Educational Outcomes
- ▶ Inform Students
- ▶ Educate and Train Workforce
- ▶ Economic Competiveness
- ▶ Stewardship of Public Funds



Value of Accreditation to the Institution

- ▶ A tool for Quality and Performance Improvement
- ▶ Benchmarking (peer review standards)
- ▶ Credibility
- ▶ Accountability
- ▶ Clarification of Expectations
- ▶ Recognition of Excellence
- ▶ Increased Visibility
- ▶ Approval for Government Programs



States with the Greatest Number of ACICS Accredited Institutions

States with the Greatest Number of ACICS-Accredited Institutions

Florida	97
California	82
Ohio	54
Pennsylvania	50
Texas	46
New York	34
Indiana	34
Puerto Rico	34
Virginia	30
Kentucky	26



Westwood College/ACICS

▶ California	4
▶ Colorado	5
▶ Georgia	2
▶ Illinois	4
▶ Texas	3
▶ Virginia	<u>2</u>
Total	20



2011 Top Programs by Enrollment

Number of Students Enrolled in Programs

Program Name	Total Enrollment
Medical/Clinical Assistant	131,173
Criminal Justice/Law Enforcement	76,253
Business Administration and Management	64,162
Computer Systems Networking/ Telecommunications	39,162
Medical Insurance Coding Specialist/Coder	30,440
Medical Administrative Assistant	30,045
Computer and Electronics Engineering Technology	27,191
Medical Insurance Specialist/Medical Biller	25,590
Cooking and Related Culinary Arts	25,455
Pharmacy Assistant	21,929



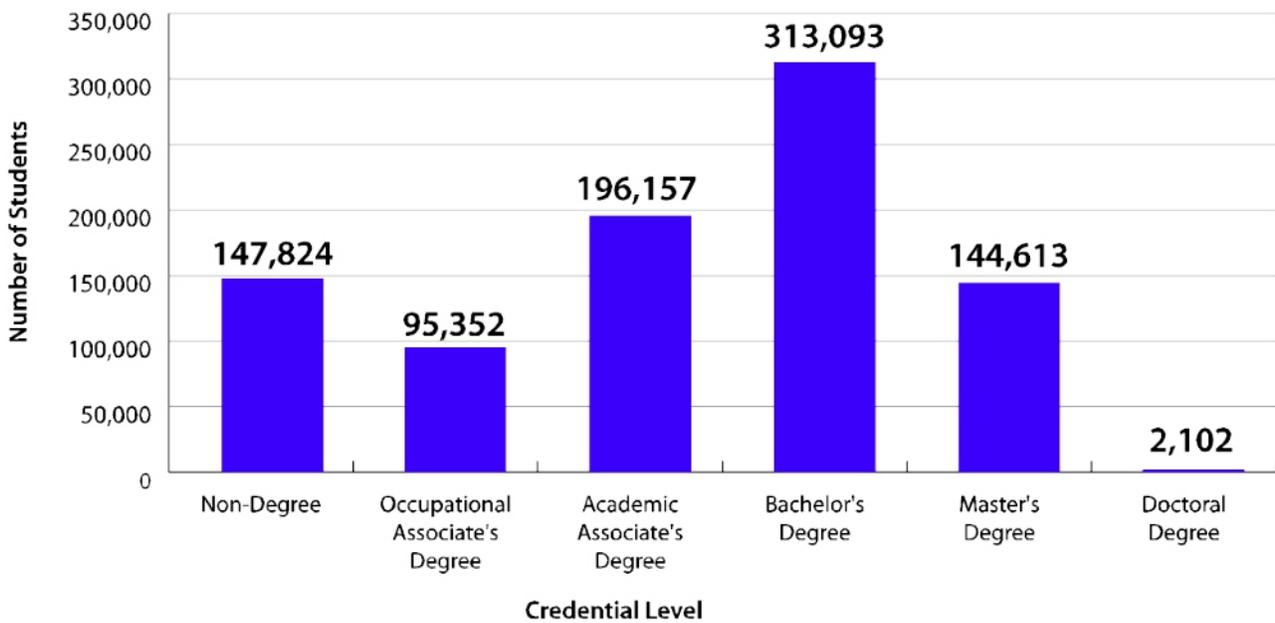
2011 Top Programs by Number Offered at ACICS Institutions

Program Name	Number Offered
Business Administration and Management	1,280
Criminal Justice/Law Enforcement	746
Medical/Clinical Assistant	686
Accounting	567
Legal Assistant/Paralegal	525
Medical Office Assistant	346
Information Technology	342
Massage Therapy	335
Medical Administrative Assistant	333
Administrative Assistant	323



2011 Student Enrollment by Credential Level

2011 Student Enrollment by Credential Level



Importance of Compliance

- ▶ Reputation
- ▶ Public Disclosure
- ▶ Educational Excellence
- ▶ Quality Improvement
- ▶ Accountability
- ▶ Growth
- ▶ Avoidance of Sanctions
- ▶ Student Achievement and Success



Challenges

- ▶ Growth
- ▶ Negative Perceptions
- ▶ Federal Oversight
- ▶ Talent Management
- ▶ Process Improvement



Accreditation Under Scrutiny

- ▶ Resource Allocation
 - Marketing
 - Recruitment
 - Teaching
 - Career Services

- ▶ Misrepresentation

- ▶ Student Achievement
 - Placement
 - Retention



Questions

- ▶ Perception of Accreditors
- ▶ Accreditation as Title IV Gatekeeper
- ▶ Role of Accreditor
 - Quality Assurance
 - Consumer Protection
- ▶ Transparency and Rigor



Department Recognition

- ▶ Compliance Report – June 2012
- ▶ NACIQI Decision – June 2013



ACICS Changes

- ▶ Council Composition
 - Administrative
 - Academic
 - Public

- ▶ Due Process
 - Review Board Appeals
 - Affirm
 - Reverse
 - Remand

- ▶ Criteria



Student Achievement Standards

STUDENT ACHIEVEMENT STANDARDS			
To Be Implemented Based on the 2012 Campus Accountability Report			
Campus Level Standards			
	Retention	Placement	
Benchmark	67%	64%	
Compliance	52%	47%	
Program Level Standards			
	Retention	Placement	Licensure ^{1,2}
Benchmark	62%	58%	60%
Compliance	52%	47%	40%



Student Achievement Standards

STUDENT ACHIEVEMENT STANDARDS				
To Be Implemented Based on the 2013 Campus Accountability Report				
Campus Level Standards				
	Retention		Placement	
Benchmark	70%		70%	
Compliance	60%		60%	
Program Level Standards				
	Retention		Placement	Licensure^{1,2}
	<i>Tier 1 - Program Length \leq 1 year</i>	<i>Tier 2 - Program Length $>$ 1 year</i>		
Benchmark	70%	65%	70%	70%
Compliance	60%	60%	60%	60%



Accreditation – Fast Forward

- ▶ HEA 2013 Reauthorization

- ▶ NACIQI Report
 - More Department of Education control
 - Uniform Standards
 - Accreditation as a Buffer
 - Accreditation as a Conduit

- ▶ CHEA Developing Proactive Recommendations

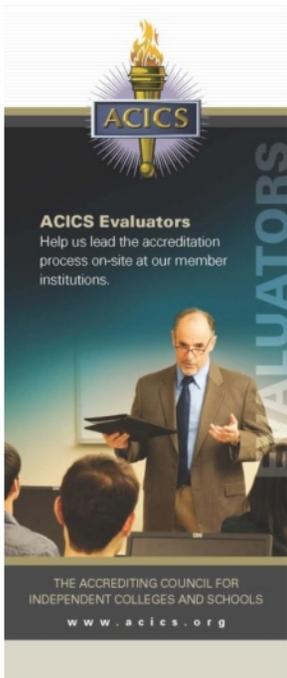


ACICS Strategic Initiatives

- ▶ Improve Image of ACICS
- ▶ Improve Accreditation Process
- ▶ Talent Management
- ▶ Membership Growth



The need for trained peer evaluators

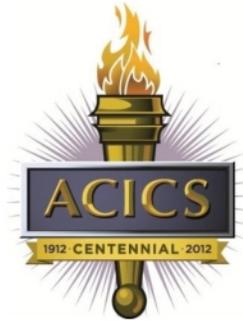


Professional development model includes:

1. Member of Site team
2. Chair of site team
3. IRC panel member
4. Candidate for ACICS Council.



For information :



Visit www.ACICS.org

Albert C. Gray, Executive Office – [Agray@\[redacted\]](mailto:Agray@[redacted]) - (202) 336-[redacted]

Thomas Wickenden - Policy and Criteria – [Twickenden@\[redacted\]](mailto:Twickenden@[redacted]) – (202) 336-[redacted]

Joseph Gurubatham – Accreditation Process – [Jgurubatham@\[redacted\]](mailto:Jgurubatham@[redacted]) – (202) 336-[redacted]



From: Anthony Bieda <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/3625966AA21B477EA17337561576FD9F-ABIEDA>
Sent: 10/20/2015 12:48:00 PM -0400
To: Katy Fisher <kfisher@[b](6)>; Jeff Olszewski <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/5b5c75d2faf243ad81863a2950d5c8f9-JOlszewski>
CC: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>; Susan Greer <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/c539aa149ae54c71a8d2bc2d86525db6-sgreer>
Subject: FW: DURBIN: DEPARTMENT OF EDUCATION TIGHTENS CONTROLS ON ITT TECH
Attachments: ITT letter 10-19-2015.pdf

In lieu of Ian's presence, we need to huddle this afternoon and assess whether or not a teach-out plan for ITT is appropriate.

The relevant DOE letter is attached.

Anthony S. Bieda

Vice President for External Affairs

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.[b](6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



For Immediate Release

Contact: Christina Mulka

October 19, 2015

DURBIN: DEPARTMENT OF EDUCATION TIGHTENS CONTROLS ON ITT TECH

[WASHINGTON, D.C.] – U.S. Senator Dick Durbin (D-IL) responded today to a move by the Department of Education to tighten controls over ITT Tech after finding that the for-profit college – facing investigations by the Department of Justice and at least 18 state Attorneys General and lawsuits by the Consumer Financial Protection Bureau and the Securities and Exchange Commission– failed to meet its fiduciary obligations and the administrative capability standards required of institutions participating in Title IV federal funding programs. The announcement was made in a [letter from the Department to ITT Tech](#).

ITT Tech currently operates at least four campuses in Illinois including Arlington Heights, Orland Park, Oak Brook, and Springfield. Earlier today, the for-profit college chain announced that it would be [suspending new enrollments](#) at several of its campuses around the country.

“The bright lights of state and federal regulators are shining on the wrongdoing and abuses of ITT Tech like never before,” said Durbin. **“At the same time, this company, deemed ‘not financially responsible’ by the U.S. Department of Education, continues to receive billions in federal Title IV dollars. Isn’t it time to protect**

students and taxpayers and turn out the lights at ITT?”**ITT Tech**

In May, following the Securities and Exchange Commission’s lawsuit against ITT Tech and two of its executives for fraud, Durbin called on the Illinois Board of Higher Education to take appropriate action against ITT Tech to protect current students and ensure that additional students are not harmed. He also sent a letter to Secretary of Education, Arne Duncan, requesting information about the actions the Department has taken, and will take, to investigate and respond to fraud and other wrongdoing at Career Education Corporation, Education Management Corporation and ITT Tech.

For-Profit College Industry

For-profit institutions of higher education enroll about 10 percent of all college students, but take in 20 percent of the Department of Education’s federal student aid funds and account for 44 percent of student loan defaults. Since the collapse of Corinthian Colleges, Incorporated, the for-profit college industry is experiencing a long overdue reckoning as state and federal investigations and lawsuits against the largest companies continue to accumulate.

ITT Tech is under investigation by at least 18 state Attorneys General and the U.S. Department of Justice and is being sued by the New Mexico Attorney General, the Consumer Financial Protection Bureau, the Securities and Exchange Commission.

Education Management Corporation is under investigation by at least 14 state Attorneys General and is being sued by the Colorado Attorney General and the U.S. Department of Justice.

Career Education Corporation is under investigation by 21 state Attorneys

General.

Other major for-profit college chains such as DeVry, Westwood, and Kaplan are also facing additional regulatory scrutiny.



October 19, 2015

Kevin M. Modany
 Chief Executive Officer
 ITT Educational Services, Inc.
 13000 North Meridian Street
 Carmel, IN 46032-1404

Re: Additional Reporting Requirements
 OPE-IDs: 00732900 – ITT Technical Institute
 03071800 – ITT Technical Institute
 00473100 – Daniel Webster College

Dear Mr. Modany:

As a result of its heightened review of ITT Educational Services, Inc. (ITT), the U.S. Department of Education (Department) is providing this letter to identify additional procedures that ITT will need to follow in order to continue its participation in Title IV, HEA programs under ITT's current heightened cash monitoring method of payment.

On August 19, 2014, the Department sent you a letter citing ITT for its failure to submit timely an acceptable annual compliance audit and/or audited financial statement submission for ITT's fiscal year ending December 31, 2013. ITT's failure to make this timely submission resulted in the Department imposing a requirement that ITT be provisionally certified for a cumulative period of at least five years, pursuant to 34 C.F.R. § 668.175(f), and that ITT post an irrevocable letter of credit (LOC) for a period of five years in the amount of 10% of the Title IV, HEA program funds received by ITT during its most recently completed fiscal year (approximately \$79.7 million). At that same time, the Department also required ITT to make disbursements to eligible students and parents under the Heightened Cash Monitoring method of payment, as described in 34 C.F.R. § 668.162(e)(1) (HCM1).

Subsequent events since August 2014 – including ITT's failure of the general standards of financial responsibility set forth in 34 C.F.R. Part 668, Subpart L (due to a failing financial composite ratio) and the announcement by the Securities and Exchange Commission of a civil action against ITT and two of its officers – led the Department to impose additional reporting requirements, in order to permit the Department to more closely monitor ITT's ongoing participation in Title IV, HEA programs.

In taking each of the steps noted above, the Department considered – as it has considered again with the issuance of this letter – that as a condition of participation in Title IV, HEA programs, ITT agreed to act as a fiduciary responsible for the administration of federal funds. See 34 C.F.R. § 668.14(b)(2). Moreover, in issuing this letter, the Department has again considered that its Cash Management regulations are expressly intended to promote sound cash management of Title IV,

Federal Student Aid

An OFFICE of the U.S. DEPARTMENT of EDUCATION

Multi-Regional & Foreign Schools Participation Division

Union Center Plaza, 830 First Street, NE, 7th Floor

Washington, DC 20202

StudentAid.gov

HEA program funds by an institution, to minimize the financing costs to the Federal Government of making Title IV, HEA program funds available to a student or an institution, and to minimize the costs that accrue to a student under a Title IV, HEA loan program. 34 C.F.R. § 668.161(a)(1).

RECONCILIATION OF TITLE IV, HEA PROGRAM FUNDS

When a school receives funds pursuant to a Title IV, HEA program, it holds those funds in trust for intended student beneficiaries. As a trustee of, and with a fiduciary responsibility to administer and account for, those funds, a participating institution must have procedures in place that ensure that Title IV funds are used as intended. As described in the Federal Student Aid handbook, a “key component” of compliance with the cash management regulations and the fiduciary standards is the process of reconciliation. Title IV reconciliation is the process by which a school reviews and compares Title IV aid recorded on the Department’s systems with the information in the school’s internal records. Through reconciliation, disbursement and cash discrepancies are identified and resolved in a timely manner to ensure the school meets all regulatory requirements. Schools must document their reconciliation efforts and retain this documentation for auditing purposes.

With respect to the Direct Loan program, institutions are required to reconcile, on a monthly basis, institutional records with Direct Loan funds received from the Department and Direct Loan disbursement records submitted to and accepted by the Department. *See* 34 C.F.R. § 685.300(b)(5). Institutions are also required to implement a quality assurance system to ensure they are complying with program requirements and meeting program objectives. *See* 34 C.F.R. § 685.300(b)(9). The quality assurance process should document that the school is completing monthly reconciliation and program year closeout.¹

With respect to the Pell Grant program, FSA has advised participating institutions that, at a minimum, an institution should reconcile FSA financial records at least monthly. *See* FSA Handbook 2015-16 at 4-92. FSA has also cautioned institutions that, “the more frequently [a] school performs reconciliation, the more likely you will be able to identify issues and resolve them before they become part of a systemic problem.” *Id.* FSA has further cautioned that “it is almost impossible to satisfy other program requirements without performing monthly reconciliation of your school’s Pell Grant Program participation.” *Id.* at 4-96. As further provided in the FSA Handbook:

If a school is meeting all disbursement/adjustment reporting, excess cash, and reconciliation requirements, final reconciliation should begin no later than the last award or payment period end date at the school for a given program and year. A school should be able to reconcile to a zero ending cash balance soon after its final disbursements and should not carry an ending cash balance (positive or negative) for an extended period.

¹ *See* Electronic Announcement dated November 21, 2014 (<http://ifap.ed.gov/eannouncements/112114DirectLoanProgramReconciliation.html>); Electronic Announcement dated November 13, 2013 (<http://ifap.ed.gov/eannouncements/111313DirectLoanQualityAssuranceRequirementReminder.html>)

2015-16 FSA Handbook at 4-101.

During the course of its heightened oversight of ITT, the Department has reached the following conclusions with respect to ITT's cash management:

1. Since at least the 2009-2010 award year, ITT failed to timely reconcile its Title IV, HEA program accounts;
2. Prior to August 27, 2015, ITT had no written policy or procedure in place to guide the reconciliation of Title IV funds; and
3. ITT has requested to reopen prior award years to correct additional reconciliation issues with a frequency substantially greater than that of comparable institutions.

In addition, in July, August, and September 2015, FSA staff worked with ITT to assist with the reconciliation of Title IV, HEA funds for award years 2009-2010 to present. During that time, ITT provided conflicting information regarding the status of the reconciliation of Pell Grant Award years 2010-11, 2011-12, and 2012-13 (the reconciliation of which should have been completed well before July 2015).

Taken together, these facts demonstrate a failure by ITT to meet its fiduciary obligations, to properly and timely reconcile Title IV program funds as per the regulations and Federal Student Aid guidance, and to meet the standards of administrative capability required of institution's participating in Title IV, HEA programs, *see, e.g.*, 34 C.F.R. §§ 668.16(a), (c)(1).

ADDITIONAL RESTRICTIONS

As a result of the facts set forth above, and as a condition of remaining on the HCM1 payment method, the Department is requiring ITT to take additional steps to identify unearned Title IV HEA funds under ITT's control, and provide additional documentation to the Department regarding Title IV, HEA funds administered and drawn by ITT on behalf of its students.

1. Cash Management / Disbursements

ITT will not be permitted to disburse Title IV funds to students or parents ten days prior to the first day of classes for a payment period, as provided for in 34 C.F.R. § 668.164(f)(1). Effective immediately, ITT may only disburse Title IV funds to a student or and parent once: (i) an academic term has begun; (ii) ITT has confirmed that the student has attended courses sufficient to justify the enrollment status which supports that student's Title IV eligibility; and (iii) ITT provides written confirmation to the Department, using the form and certification attached hereto as Exhibit A (hereinafter "Certification Form"), of the student's eligibility to receive Title IV funds. Certification Forms are to be submitted to the Department no more than once by main OPEID per seven-day period.

ITT must also retain all information on which it relies to substantiate the enrollment status of each student it believes to be eligible to receive Title IV funds. If ITT is unable to document that a student has commenced attendance in a term, it may not disburse funds to the student, and it must

revise the student's Title IV awards in accordance with the Department's published guidance. All other requirements of HCM1, 34 C.F.R. § 668.162(e)(1), shall remain in effect. Moreover, nothing stated in this condition shall change the requirement stated in 34 C.F.R. § 685.303(b)(5).

2. Student Disbursement Reporting

Effective immediately, the Department is modifying the requirements for ITT to submit a monthly enrollment roster. This requirement was established on May 20, 2015 and modified June 18, 2015. In particular, ITT must now include disbursement information when submitting the monthly roster in the format (and with the information requested) shown in the Excel file provided herewith. Additionally, ITT must submit a written certification attesting to the accuracy of that roster, and attesting to ITT's adherence to these requirements. The first roster submitted must include all disbursements and refunds made in the 30 days prior to the submission date of the roster. Each subsequent roster must include all disbursements and refunds made since the submission of the previous roster. Please see enclosed sample Disbursement Roster Spreadsheet.

The certification should be made by an individual with authority to bind ITT, and should state:

By submitting this information, I certify to the best of my knowledge and belief that the information contained herein is true, complete, and accurate. I further certify that ITT Educational Services, Inc. ("ITT") has verified the eligibility of each individual to receive a disbursement of the Title IV funds provided. I further certify that ITT did not disburse Title IV, HEA funds to or for the benefit of any student listed on this roster until ITT had verified that student's attendance in the payment period for which the disbursements was intended. I further certify that ITT is and will remain in compliance with the terms and conditions of the Program Participation Agreement under which these funds have been provided. I am aware that the provision of any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me and/or ITT to criminal, civil, or administrative penalties for fraud, false statements, false claims, or other violations. (U.S. Code Title 18, Section 1001; Title 20, Section 1097; and Title 31, Sections 3729-3730 and 3801-3812).

3. Additional Reporting Requirements

Effective immediately, on the first business day of each month, ITT must provide documentation to substantiate its reconciliation of all Title IV funds drawn as of the last day of the month preceding the month before the submission date. (For example, on November 2, 2015 ITT must submit documentation to substantiate its reconciliation of Title IV funds as of the last day of September, 2015; on December 1, 2015, ITT must submit documentation to substantiate its reconciliation of Title IV funds as of the last day of October, 2015.) The reconciliation documentation must provide evidence that ITT has reconciled the program accounts as described in the Department's publications, including Electronic Announcements dated December 18, 2014

and January 23, 2015.² Please submit such documentation to Byron Scott, Case Manager, via email at Byron.Scott@ed.gov, accompanied by a statement, signed by an individual with authority to bind the company, stating that:

By submitting this information, I certify to the best of my knowledge and belief that the information contained herein is true, complete, and accurate. I further certify that ITT is and will remain in compliance with the terms and conditions of the Program Participation Agreement under which Title IV, HEA funds have been provided. I am aware that the provision of any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me and/or ITT to criminal, civil, or administrative penalties for fraud, false statements, false claims, or other violations. (U.S. Code Title 18, Section 1001; Title 20, Section 1097; and Title 31, Sections 3729-3730 and 3801-3812).

4. Additional Reporting Requirement of Bank Conditions

ITT must submit to the Department a description of any conditions that have been established by any bank or other entity that are related to ITT's participation in the Title IV HEA programs. ITT must promptly supplement this report when any new conditions are established, or when any changes are made to the existing items that have already been reported. Please submit such documentation to Byron Scott, Case Manager, via email at Byron.Scott@ed.gov

5. Additional Reporting of Individuals with Institutional Authority

Within seven days of the date of this letter, ITT must submit to the Department a list of all individuals who have the authority to direct or otherwise control the payment of any "refund[s] of unearned institutional charges" to the Department, as that phrase is used in 20 U.S.C. § 1099c(e)(6)(B). Please submit such documentation to Byron Scott, Case Manager, via email at Byron.Scott@ed.gov

Protection of Personally Identifiable Information (PII):

Because responses to certain of the above conditions will contain PII, please note the following information. PII is any information about an individual that can be used to distinguish or trace an individual's identity (such as name, Social Security number, and date/place of birth). The disclosure of PII can result in substantial harm, embarrassment, and inconvenience to individuals and may lead to identity theft or other fraud. To protect PII, please see the enclosure Protection of Personally Identifiable Information (PII) for instructions regarding submission of documents containing PII.

² <http://ifap.ed.gov/eannouncements/121814TitleIVAidDisbureRptExcessCashReconciliRequirements.html> and <http://www.ifap.ed.gov/eannouncements/012315FederalPellGrantProgramReconciliation.html>

If you have any questions, please contact Byron Scott, Case Manager, by phone at 312-730-1534 or by email at Byron.Scott@ed.gov.

Sincerely,

(b)(6)

Michael Frola
Director, Multi-Regional and Foreign School Participation Division

Enclosures:

Example Student Disbursement Roster Certification form (soft copy provided under separate email)
Disbursement Detail and Summary Tracking Spreadsheet
Protection of Personally Identifiable Information

NB: SAMPLE Certification -- To be placed on ITT stationery

DATE: <date>

TO: U.S. Department of Education

FROM: <name>, as an authorized agent and representative of ITT Educational Services, Inc. ("ITT")

SUBJECT: ITT Student Disbursement Roster Certification covering the period <date> through <date>

On behalf of ITT Educational Services, Inc., I certify that, to the best of my knowledge and belief that:

- a) ITT will be making a disbursement of Title IV funds to students or parents on <date>. No disbursements are being made to or for the benefit of any student as to whom ITT has not confirmed that the student has attended courses sufficient to justify the enrollment status which supports that student's Title IV eligibility.
- b) ITT has retained all information on which it relies to substantiate the enrollment status of each student it believes eligible to receive Title IV funds.

By submitting this information, I certify to the best of my knowledge and belief that the information contained herein is true, complete, and accurate. I further certify that ITT has verified the eligibility of each individual to receive a disbursement of the Title IV funds and in the amount provided. I further certify that ITT is and will remain in compliance with the terms and conditions of the Program Participation Agreement under which these funds have been provided. I am aware that the provision of any false, fictitious, or fraudulent information, or the omission of any material fact, may subject me and/or ITT to criminal, civil, or administrative penalties for fraud, false statements, false claims, or other violations. (U.S. Code Title 18, Section 1001; Title 20, Section 1097; and Title 31, Sections 3729-3730 and 3801-3812)

Authorized Signature: _____

Date: _____

From: Anthony Bieda <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/3625966AA21B477EA17337561576FD9F-ABIEDA>
Sent: 12/3/2013 2:00:29 PM -0500
To: Tom Wickenden <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/451c34325abe4dba9b4ea01fce5a847c-TWickenden>
CC: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>; Joseph Gurubatham <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/2839eec7707f4128a4de87103ed162f4-JGurubatham>
Subject: RE: FYI - USDOE Program Review Inquiry about placement data from a Westwood College campus

Thanks Tom.

I think you were more than accommodating in your response, though I would suggest we want to limit the amount of written explanatory information we provide to AGs, Department, etc.

Answers to these types of questions follow two broad categories:

Here are the verbatim policy and standards published and prescribed by ACICS for evaluating placement events.

The application of those specific standards, to a specific institution, let alone a specific placement event, **requires a great deal of judgment**. If a regulator/authority decides to question the validity of any single or group of placement events, and make formal request that ACICS re-visit the validity of those placement events according to its Criteria in place at the time, that must make that **request formally in writing** and the Council will consider it, depending on why the regulator is concerned (i.e., is the institution's Title IV eligibility in jeopardy unless these apparent conflicts in judgment – what constitutes "placed" versus what constitutes "not placed" – are reconciled?) For ACICS or the Council to offer open-ended revisits of the validity of individual placement events every time a Title IV specialists or State AG offers a different opinion would be to direct unreasonable amount of resources to endless debate. Assume that the minute we satisfy one concern ('self-employed' cannot equal 'placed' unless the freelance graphic artists is working at least 35 hours a week on projects for clients... no make that 40 hours a week... no make that 45 hours a week), they will raise another that conflicts with our current application of our current definitions and standards.

At the end of the day, the Department, through the recognition process, has bestowed the accreditor with authority to establish definitions and apply standards according to its expertise, judgment and experience. No other entity—including the Title IV specialists and State AGs – have that formal authority; they only have opinions. Unless they are bringing a formal action against ACICS or one of our schools, it is not in our best interest to engage them in debates about which placement event on any given day may or may not constitute valid placement.

My two cents...

Anthony S. Bieda

Vice President for External Affairs

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is

addressed.

From: Tom Wickenden

Sent: Tuesday, December 03, 2013 1:03 PM

To: Anthony Bieda

Subject: FW: FYI - USDOE Program Review Inquiry about placement data from a Westwood College campus

Tony,

Meant to copy you on the following, for your information.

Tom

From: Tom Wickenden
Sent: Tuesday, December 03, 2013 12:04 PM
To: Albert C. Gray; Joseph Gurubatham
Subject: FYI - USDOE Program Review Inquiry about placement data from a Westwood College campus

FYI – I responded to an inquiry from the Chicago/Denver School Participation Division of the USDOE's Financial Student Aid division about placement data from several past years as part of a program review for a Westwood College campus. I explained our reliance in the past on the peer review process, and she seems satisfied with that response.

Tom

From: Frost Alvarez, Susan [[\(b\)\(6\)](mailto:Susan.FrostAlvarez@(b)(6))]
Sent: Monday, December 02, 2013 1:28 PM
To: Tom Wickenden
Subject: RE: Question on Requirements for Job Placement Requirements

Tom,

Thanks so much for writing a clear explanation! I will include a section in the "Recommendations" section of the program review report (PRR) that urges the school to comply with the January 2013 requirements. Please let me know if you wish to receive a copy of the PRR.

Thanks,

Susan

From: Tom Wickenden [[\(b\)\(6\)](mailto:TWickenden@(b)(6))]
Sent: Monday, December 02, 2013 12:18 PM

To: Frost Alvarez, Susan

Subject: RE: Question on Requirements for Job Placement Requirements

Dear Susan,

Prior to January 2013, the ACICS definition of a placement was a job that was directly or indirectly related to the skills learned in the graduate's program. The interpretation of how "indirect" that relation might be was the responsibility of the program specialists on our visit teams who verified a sample of placements when an institution's grant was up for review by contacting their employers. The burden was on the institutions to justify their placements.

Some of the examples you note below would certainly have been judged as incorrect placements by our program specialists while others might have been allowed. For example, an unpaid internship would not have been eligible for a placement, while self-employment as a graphic designer might have been allowed, if the required documentation were available. Daycare would probably not have been considered directly or indirectly related to Graphic Design, but a copy center expert might be, depending upon the job responsibilities.

The only way to apply our old standard would be to utilize something similar to our three-tiered system of peer review. First we would have a team of program specialists review the examples you provide and exercise their judgment. This judgment, along with a response from the institution, would then be reviewed by our Intermediate Review Committee of experienced evaluators, and the recommendation of that committee along with the entire file would be reviewed by a team of Council members and then our full Council would make the final decision.

While this information is not very helpful, I'm sure, you will be happy to know that the Council now has a much more specific, objective and detailed definition which draws a much clearer line between what is and what is not eligible for classification as a placement.

Please let me know if you have any additional questions.

Tom

From: Frost Alvarez, Susan [[\(b\)\(6\)](mailto:Susan.FrostAlvarez@(b)(6))]
Sent: Tuesday, November 26, 2013 5:09 PM
To: Tom Wickenden
Subject: RE: Question on Requirements for Job Placement Requirements

Tom,

Roughly, this is the information I'm looking for. My specific concerns are the ACICS's accreditor requirements for what could have been counted as full time employment, and full time employment within the student's major for the 2011-12, and 2012-13 academic award years. I've scanned a couple of pages so you can see what I'm questioning. For example, they list two Graphic Design graduates at the DuPage Campus who were employed full time in their field. By looking at the average hourly wage (which is below minimum wage) , you can clearly determine that one of the graduates was in an unpaid internship. For Graphic Design: Major in Game Art at the DuPage campus location, those who are self- employed (i.e. free lancing) are counted as being employed fulltime.

Also examine at the River Oaks Campus:

Graphic Design placements: One position considered in field is "floater" at a daycare center, and the second is a copy center expert at Staples.

Criminal Justice: Major in Administration: positions counted as in-field employment include an accounts receivable advisor, loan modification specialist, child care worker, mentor, mentor/tutor, sales associate at Payless Shoes, and sales associate at Hudson Group.

You can see from scanning through other majors, there are a number of other jobs in other majors that also seem like a great reach to include as "employed in field".

Thanks,

Susan

From: Tom Wickenden [<mailto:TWickenden@acics.org>]
Sent: Tuesday, November 26, 2013 3:27 PM
To: Frost Alvarez, Susan
Subject: RE: Question on Requirements for Job Placement Requirements

Dear Ms. Alvarez,

Let me ask you for clarification on your inquiry. Strictly speaking the job placement verification requirements have to do with the way in which our visit teams verified job placements – how they sampled from student files, whether they called employers or students and what questions they asked and included in the team report. The best summary of this information is in the form of instructions to the visit teams. Is this the information you are looking for?

If so, this information did not change over the last two years. ACICS has changed its definition of placement, effective January 2013, and is in the process of developing an alternate job placement verification program. However, this program is not in effect yet, so I would not provide you with any information on the proposed changes in the requirements for job placement verification.

Please let me know if this would be helpful, and if so, I'll send you the instructions that were followed over the last two years.

Tom

From: Frost Alvarez, Susan [<mailto:Susan.FrostAlvarez@>(b)(6)]
Sent: Tuesday, November 26, 2013 1:28 PM
To: Tom Wickenden
Subject: Question on Requirements for Job Placement Requirements

Tom Wickenden

Mr. Wickenden,

Please see my inquiry below.

All the best,

Susan Frost Alvarez

Susan Frost Alvarez

Institutional Review Specialist

U.S. Department of Education

Federal Student Aid

Chicago/Denver School Participation Division

500 West Madison Street

Chicago IL 60661

Phone: (312)730-(b)(6)

Fax: (312)730-1520



From: Frost Alvarez, Susan
Sent: Tuesday, November 26, 2013 12:26 PM
To: 'sfrazier@acics.org'
Subject: Question on Requirements for Job Placement Requirements

Ms. Sarah Fraizer

Assistant Manager, Placement Verification and Institutional Review

Accrediting Council for Independent Colleges and Schools

Ms. Fraiser,

Can you please provide me with ACICS's job placement verification requirements for that were in effect for 2011-2012, and 2012-13? My concerns are in regard to job placement data provided by Westwood College – O'Hare (Chicago IL) during a program review. I can provide you with a copy of the job placement detail that is questionable, if needed.

All the best,

Susan Frost Alvarez

Susan Frost Alvarez

Institutional Review Specialist

U.S. Department of Education

Federal Student Aid

Chicago/Denver School Participation Division

500 West Madison Street

Chicago IL 60661

Phone: (312)730-(b)(6)

Fax: (312)730-1520



From: Susan Greer <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/C539AA149AE54C71A8D2BC2D86525DB6-SGREER>
Sent: 2/3/2016 10:41:38 AM -0500
To: Ian Harazduk <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/653bda8a64144114820bfcfb53b7514e-IHarazduk>; Joseph Gurubatham <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/2839eec7707f4128a4de87103ed162f4-JGurubatham>
CC: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>
Subject: RE: Questions about reverse transfer for Westwood

Sue Greer

Vice President – Accreditation Operations

202-336-(b)(6)

From: Ian Harazduk
Sent: Wednesday, February 03, 2016 9:56 AM
To: Susan Greer; Joseph Gurubatham
Cc: Albert C. Gray
Subject: RE: Questions about reverse transfer for Westwood

Sue,

My comments about your comments ☺

My thought is that they apply for the diploma MA program with us for their Denver North program. Since it's apparently already approved by the State, it shouldn't be too difficult to get this approved by us for the sake of this teach-out.

SUES COMMENT: They can seek a new program. However, since these are different "institutions" and I wasn't sure who was going to award the credential, I thought they should, at a minimum, have someone from the institution granting the credential overseeing the program.

Wouldn't another option be that the students at the other campuses are considered "non-matriculating students" since they are not enrolled at the campus for a full program. I believe we have a place on the CAR to put those students and then they shouldn't hurt the retention rates for the other campus assisting with teaching those

students.

SUES COMMENT: They could be enrolled into a course, not a full program and be backed out using that count, but they still need to be listed as a student into a program. Backing them out of the count takes them out of the rate, which is their concern..

My guess for this is that Jamie is asking how many employees they need to keep the operation up and running. We don't really have guidance for this, but if they are just overseeing the teach-out, it shouldn't require very many.

SUES COMMENT: So "not very many" is your response vs. mine ☺

Let me know your thoughts and when we agree on the response, we can get back to her.

Thanks.

Ian Harazduk

Senior Manager, Policy and Compliance

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) .p | 202.842.2593 - f

From: Susan Greer
Sent: Wednesday, February 03, 2016 9:15 AM
To: Joseph Gurubatham; Ian Harazduk
Cc: Albert C. Gray
Subject: RE: Questions about reverse transfer for Westwood

Joseph and Ian

I have my comments below.

Sue Greer

Vice President – Accreditation Operations

202-336-(b)(6)

From: Jamie Morley [mailto:jmorley@(b)(6)]
Sent: Tuesday, February 02, 2016 7:44 PM
To: Joseph Gurubatham; Susan Greer; Ian Harazduk
Cc: 'Lou Pagano'; 'Norm Blome'; 'Bill Ojile'
Subject: Questions about reverse transfer for Westwood

Team ACICS,

Westwood has been trying to work through the details of being able to keep a physical presence so that they can award degrees for students that just take a few courses with another school, but for residency reasons, don't want to confer the degree. A few questions have come up and we need your guidance. If you think we need a call to discuss please let me know.

We are thinking about keeping an administrative presence at the Denver North campus since it has approval for almost all the programs. The one exception is that it is approved for MA at an AS level but would need to be able to confer a diploma when students finish externship. ACICS has approved the diploma version at the other Denver campus. It is also important to note that the state has recently approved the diploma version at both campuses, but due to the impending closure, the Denver north campus did not seek approval from you to offer the diploma version at the Denver north campus. Since graduating MA students is very important, can Westwood get approval from ACICS to offer it through the Denver north campus so it can confer the diploma? If so, how would they make that happen?

- a. ACICS RESPONSE: Since the Denver East (I assume this is the other Denver campus referenced) is a branch of Redstone College, Westwood could have representation from that campus (faculty overseeing the externship – someone qualified to assess externship credits) assume space in the Denver-North campus. Since these locations are separate "institutional groupings" it would be compliant with our standard of the branch being separate and apart from the main. By doing this, ACICS has assurance that the campus awarding the credit has expertise at that credential level and with the program.

If an ACICS school were to take a students and allow them to complete a few courses and then Westwood were to accept those credits and graduate the students, how would the school that assisted in teaching the courses report those students on the CAR? We want to provide guidance and I'm sure that nobody would be willing to assist if they had to count the student as a drop.

- a. ACICS RESPONSE: They would need to show the students as a new start and a withdrawal. The Westwood campus would need to show those students as graduates/completers. How many students are

involved with this scenario?

Are there any requirements or recommendations for the size of the Westwood presence that would need to stay open or as long as there was an academically qualified person available to evaluate the reverse credits, is that enough?

- a. ACICS RESPONSE: No size restrictions, but the location should have representation for the "institution" that is awarding the credential. Although there are several mains under one ownership, we consider the institution as the main and the branch campuses.

We appreciate your assistance in helping make this transition as least disruptive to the students as possible.

Regards,

Jamie

Jamie Morley, Ph.D.

CEO/Academic Specialist

Direct: 505.463.(b)(6)

[jmorley@](mailto:jmorley@(b)(6))(b)(6)

www.educationconsultingsolutions.com

From: Ian Harazduk <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/653BDA8A64144114820BFCBF53B7514E-IHARAZDUK>
Sent: 2/3/2016 9:55:58 AM -0500
To: Susan Greer <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/c539aa149ae54c71a8d2bc2d86525db6-sgreer>; Joseph Gurubatham <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/2839eec7707f4128a4de87103ed162f4-JGurubatham>
CC: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>
Subject: RE: Questions about reverse transfer for Westwood

Sue,

My comments about your comments ☺

My thought is that they apply for the diploma MA program with us for their Denver North program. Since it's apparently already approved by the State, it shouldn't be too difficult to get this approved by us for the sake of this teach-out.

Wouldn't another option be that the students at the other campuses are considered "non-matriculating students" since they are not enrolled at the campus for a full program. I believe we have a place on the CAR to put those students and then they shouldn't hurt the retention rates for the other campus assisting with teaching those students.

My guess for this is that Jamie is asking how many employees they need to keep the operation up and running. We don't really have guidance for this, but if they are just overseeing the teach-out, it shouldn't require very many.

Let me know your thoughts and when we agree on the response, we can get back to her.

Thanks.

Ian Harazduk

Senior Manager, Policy and Compliance

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336-(b)(6) - p | 202.842.2593 - f

From: Susan Greer
Sent: Wednesday, February 03, 2016 9:15 AM
To: Joseph Gurubatham; Ian Harazduk
Cc: Albert C. Gray
Subject: RE: Questions about reverse transfer for Westwood

Joseph and Ian

I have my comments below.

Sue Greer

Vice President – Accreditation Operations

202-336-(b)(6)

From: Jamie Morley [[\(b\)\(6\)](mailto:jmorley@(b)(6))]
Sent: Tuesday, February 02, 2016 7:44 PM
To: Joseph Gurubatham; Susan Greer; Ian Harazduk
Cc: 'Lou Pagano'; 'Norm Blome'; 'Bill Ojile'
Subject: Questions about reverse transfer for Westwood

Team ACICS,

Westwood has been trying to work through the details of being able to keep a physical presence so that they can award degrees for students that just take a few courses with another school, but for residency reasons, don't want to confer the degree. A few questions have come up and we need your guidance. If you think we need a call to discuss please let me know.

We are thinking about keeping an administrative presence at the Denver North campus since it has approval for almost all the programs. The one exception is that it is approved for MA at an AS level but would need to be able to confer a diploma when students finish externship. ACICS has approved the diploma version at the other Denver campus. It is also important to note that the state has recently approved the diploma version at both campuses, but due to the impending closure, the Denver north campus did not seek approval from you to offer the diploma version at the Denver north campus. Since graduating MA students is very important, can Westwood get approval from ACICS to offer it through the Denver

north campus so it can confer the diploma? If so, how would they make that happen?

- a. ACICS RESPONSE: Since the Denver East (I assume this is the other Denver campus referenced) is a branch of Redstone College, Westwood could have representation from that campus (faculty overseeing the externship – someone qualified to assess externship credits) assume space in the Denver-North campus. Since these locations are separate “institutional groupings” it would be compliant with our standard of the branch being separate and apart from the main. By doing this, ACICS has assurance that the campus awarding the credit has expertise at that credential level and with the program.

If an ACICS school were to take a students and allow them to complete a few courses and then Westwood were to accept those credits and graduate the students, how would the school that assisted in teaching the courses report those students on the CAR? We want to provide guidance and I’m sure that nobody would be willing to assist if they had to count the student as a drop.

- a. ACICS RESPONSE: They would need to show the students as a new start and a withdrawal. The Westwood campus would need to show those students as graduates/completers. How many students are involved with this scenario?

Are there any requirements or recommendations for the size of the Westwood presence that would need to stay open or as long as there was an academically qualified person available to evaluate the reverse credits, is that enough?

- a. ACICS RESPONSE: No size restrictions, but the location should have representation for the “institution” that is awarding the credential. Although there are several mains under one ownership, we consider the institution as the main and the branch campuses.

We appreciate your assistance in helping make this transition as least disruptive to the students as possible.

Regards,

Jamie

Jamie Morley, Ph.D.

CEO/Academic Specialist

Direct: 505.463. (b)(6)

[\(b\)\(6\)](mailto:jmorley@ (b)(6))

www.educationconsultingsolutions.com

From: Susan Greer <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/C539AA149AE54C71A8D2BC2D86525DB6-SGREER>
Sent: 2/3/2016 9:15:17 AM -0500
To: Joseph Gurubatham <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/2839eec7707f4128a4de87103ed162f4-JGurubatham>; Ian Harazduk <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/653bda8a64144114820bfcfb53b7514e-IHarazduk>
CC: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>
Subject: RE: Questions about reverse transfer for Westwood

Joseph and Ian

I have my comments below.

Sue Greer

Vice President – Accreditation Operations

202-336-(b)(6)

From: Jamie Morley [mailto:jmorley@(b)(6)]
Sent: Tuesday, February 02, 2016 7:44 PM
To: Joseph Gurubatham; Susan Greer; Ian Harazduk
Cc: 'Lou Pagano'; 'Norm Blome'; 'Bill Ojile'
Subject: Questions about reverse transfer for Westwood

Team ACICS,

Westwood has been trying to work through the details of being able to keep a physical presence so that they can award degrees for students that just take a few courses with another school, but for residency reasons, don't want to confer the degree. A few questions have come up and we need your guidance. If you think we need a call to discuss please let me know.

We are thinking about keeping an administrative presence at the Denver North campus since it has approval for almost all the programs. The one exception is that it is approved for MA at an AS level but would need to be able to confer a diploma when students finish externship. ACICS has approved the diploma version at the other Denver campus. It is also important to note that the state has recently approved the diploma version at both campuses, but due to the impending closure, the Denver north campus did not seek approval from you to offer the diploma

version at the Denver north campus. Since graduating MA students is very important, can Westwood get approval from ACICS to offer it through the Denver north campus so it can confer the diploma? If so, how would they make that happen?

- a. ACICS RESPONSE: Since the Denver East (I assume this is the other Denver campus referenced) is a branch of Redstone College, Westwood could have representation from that campus (faculty overseeing the externship – someone qualified to assess externship credits) assume space in the Denver-North campus. Since these locations are separate “institutional groupings” it would be compliant with our standard of the branch being separate and apart from the main. By doing this, ACICS has assurance that the campus awarding the credit has expertise at that credential level and with the program.

If an ACICS school were to take a students and allow them to complete a few courses and then Westwood were to accept those credits and graduate the students, how would the school that assisted in teaching the courses report those students on the CAR? We want to provide guidance and I’m sure that nobody would be willing to assist if they had to count the student as a drop.

- a. ACICS RESPONSE: They would need to show the students as a new start and a withdrawal. The Westwood campus would need to show those students as graduates/completers. How many students are involved with this scenario?

Are there any requirements or recommendations for the size of the Westwood presence that would need to stay open or as long as there was an academically qualified person available to evaluate the reverse credits, is that enough?

- a. ACICS RESPONSE: No size restrictions, but the location should have representation for the “institution” that is awarding the credential. Although there are several mains under one ownership, we consider the institution as the main and the branch campuses.

We appreciate your assistance in helping make this transition as least disruptive to the students as possible.

Regards,

Jamie

Jamie Morley, Ph.D.

CEO/Academic Specialist

Direct: 505.463.

(b)(6)

[jmorley@\[REDACTED\]](mailto:jmorley@[REDACTED])

www.educationconsultingsolutions.com

From: Bill Ojile <BOjile@[b](6)>
Sent: 2/21/2014 5:26:52 PM -0500
To: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>
CC: Dean Gouin <DGouin@[b](6)>
Subject: Re: Westwood College
Al

How about 4:30 on Tuesday 3/4 ?

Bill

Bill Ojile
Chief Legal & Administrative Officer
Westwood College
7604 Technology, Suite 400
Denver, CO 80237
(303)-846-1836

> On Feb 20, 2014, at 1:11 PM, "Albert C. Gray" <agray@acics.org> wrote:
>
> Bill,
>
> I was out at our policy/Board meeting all last week and I don't think I responded to you. Please accept my apology. We would be available to meet with you and Dean in the afternoon on March 4th. Just let me know what time.

>
> Regards,
>
> Al
>
> Albert C. Gray
> President & CEO
> ACICS
> 202 336 [b](6)
> [b](6) cell
> 202 842 2593 fax

>
>
>
> -----Original Message-----
> From: Bill Ojile [mailto:BOjile@[b](6)]
> Sent: Tuesday, February 11, 2014 4:03 PM
> To: Albert C. Gray
> Cc: Dean Gouin
> Subject: Westwood College

>
> Al
>
> Dean Gouin and I will be in Washington on March 4 and 5 for APSCU Hill Day, and

I wanted to see whether you would have time on your schedule to meet with us either later in the afternoon on Tuesday March 4 or first thing in the morning on Wednesday March 5? Please let me know. We look forward to seeing you and updating ACICS on Westwood and Redstone.

>

> Bill

>

> Bill Ojile

> Chief Legal & Administrative Officer

> Westwood College

> 7604 Technology, Suite 400

> Denver, CO 80237

> (303)-846-(b)(6)

> This message and any attachments are solely for the use of intended recipients. They may contain privileged and/or confidential information, attorney work product or other information protected from disclosure. If you are not an intended recipient, then you received this email in error. Any review, dissemination, distribution or copying of this email and any attachment is strictly prohibited. If you have received this email in error, please contact the sender and delete the message and any attachment from your system. Thank you for your cooperation.

>

From: Bill Ojile <BOjile (b)(6)>
Sent: 2/20/2014 5:55:35 PM -0500
To: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>
CC: Dean Gouin <DGouin (b)(6)>
Subject: RE: Westwood College

Thanks Al. I'm looking at our schedule for Tuesday and will propose a time tomorrow.

Bill

Bill Ojile
Sr VP- Chief Legal & Administrative Officer | Alta Colleges, Inc. | Westwood College
(303) 846- (b)(6) Phone/Fax | BOjile (b)(6)
Westwood.edu | YouTube | Facebook | Twitter | LinkedIn | Westwood Success Stories

-----Original Message-----

From: Albert C. Gray [mailto:agray (b)(6)]
Sent: Thursday, February 20, 2014 12:12 PM
To: Bill Ojile
Cc: Dean Gouin
Subject: RE: Westwood College

Bill,

I was out at our policy/Board meeting all last week and I don't think I responded to you. Please accept my apology. We would be available to meet with you and Dean in the afternoon on March 4th. Just let me know what time.

Regards,

Al

Albert C. Gray
President & CEO
ACICS
202 336 (b)(6)
(b)(6) cell
202 842 2593 fax

-----Original Message-----

From: Bill Ojile [mailto:BOjile@ (b)(6)]
Sent: Tuesday, February 11, 2014 4:03 PM

To: Albert C. Gray
Cc: Dean Gouin
Subject: Westwood College

Al

Dean Gouin and I will be in Washington on March 4 and 5 for APSCU Hill Day, and I wanted to see whether you would have time on your schedule to meet with us either later in the afternoon on Tuesday March 4 or first thing in the morning on Wednesday March 5? Please let me know. We look forward to seeing you and updating ACICS on Westwood and Redstone.

Bill

Bill Ojile
Chief Legal & Administrative Officer
Westwood College
7604 Technology, Suite 400
Denver, CO 80237
(303)-846-(b)(6)

This message and any attachments are solely for the use of intended recipients. They may contain privileged and/or confidential information, attorney work product or other information protected from disclosure. If you are not an intended recipient, then you received this email in error. Any review, dissemination, distribution or copying of this email and any attachment is strictly prohibited. If you have received this email in error, please contact the sender and delete the message and any attachment from your system. Thank you for your cooperation.

From: Terri Jelinek <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/3F3B0DD44EF2404EBD27AA650F3821D0-TERRI JELIN>
Sent: 10/24/2012 12:49:26 PM -0400
To: Albert C. Gray <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1a35d9f738542d48eb5f1ddabe428e0-agray>
Subject: Re: Westwood Colleges by state
Attachments: Copy of alta (westwood-redstone) colleges.xls

Hello Al,

Attached you will find a spreadsheet of all the Westwood colleges and their states. The list also contains some Redstone colleges, which are also owned by Westwood's parent organization, Alta. Let me know if you have any questions. Thanks!

Best,

Terri Jelinek
Communications Assistant

ACICS| Accrediting Council for Independent Colleges & Schools

750 First Street NE, Suite 980

Washington, DC 20002

T: 202.336. (b)(6)

F: 202.842.2593

www.acics.org



Follow us on Facebook



MASTER_CUSTOMER_ID	LABEL_NAME	ADDRESS_1	ADDRESS_2	CITY	STATE	POSTAL_CODE	PRIMARY_PHONE	INST_EMAIL	ParentName
00027067	Westwood College-Anaheim	1551 South Douglass Road		Anaheim	CA	92806	(714) 704-2721	27067@westwood.edu	Alta Colleges, Inc.
00011142	Westwood College - Los Angeles	3250 Wilshire Blvd. Suite 400		Los Angeles	CA	90010	(213) 739-9999	11142@westwood.edu	Alta Colleges, Inc.
00027056	Westwood College-South Bay	19700 South Vermont		Torrance	CA	90502	(310) 965-0877	27056@westwood.edu	Alta Colleges, Inc.
00027071	Westwood College-Inland Empire	20 West 7th Street		Upland	CA	91786	(909) 931-7599	27071@westwood.edu	Alta Colleges, Inc.
00023709	Westwood College-Online	10249 Church Ranch Way		Broomfield	CO	80021	(720) 887-8888	23709@westwood.edu	Alta Colleges, Inc.
00027075	Redstone College	10851 West 120th Avenue		Broomfield	CO	80021	(303) 466-7383	27075@westwood.edu	Alta Colleges, Inc.
00027065	Westwood College-Denver South	3150 South Sheridan Boulevard		Denver	CO	80227	(303) 934-1122	27065@westwood.edu	Alta Colleges, Inc.
00027062	Westwood College-Denver North	7350 N. Broadway		Denver	CO	80221	(303) 426-7000	27062@westwood.edu	Alta Colleges, Inc.
00168008	Redstone College - Denver East	7350 N. Broadway		Denver	CO	80221	(303) 426-7000	168008@westwood.edu	Alta Colleges, Inc.
00021503	Westwood College Atlanta Northlake	2309 Parklake Drive NE		Atlanta	GA	30345	(404) 962-2999	21503@westwood.edu	Alta Colleges, Inc.
00021273	Westwood College-Atlanta Midtown	1100 Spring Street, Suite 102		Atlanta	GA	30309	(404) 870-8980	21273@westwood.edu	Alta Colleges, Inc.
00018945	Westwood College River Oaks	80 River Oaks Center, Suite D-49		Calumet City	IL	60409	(708) 832-1988	18945@westwood.edu	Alta Colleges, Inc.
00011130	Westwood College O'Hare Airport	8501 W. Higgins Road, Suite 100		Chicago	IL	60631	(773) 380-6800 EXT 6801	11130@westwood.edu	Alta Colleges, Inc.
00020658	Westwood College Chicago Loop	1 North State Street	Suite 1000	Chicago	IL	60602	(312) 739-0850	20658@westwood.edu	Alta Colleges, Inc.
00011325	Westwood College DuPage	7155 Janes Avenue, Suite 100		Woodridge	IL	60517	(630) 434-7655	11325@westwood.edu	Alta Colleges, Inc.
00020266	Westwood College Dallas	8390 LBJ Freeway	Executive Plaza I, Suite 100	Dallas	TX	75243	(214) 431-0520	20266@westwood.edu	Alta Colleges, Inc.
00019639	Westwood College Ft. Worth	4232 N. Freeway		Fort Worth	TX	76137	(817) 547-9600	19639@westwood.edu	Alta Colleges, Inc.
00027068	Westwood College-Houston South	7322 Southwest Freeway	Suite 110	Houston	TX	77074	(713) 777-4779	27068@westwood.edu	Alta Colleges, Inc.
00027058	Westwood College-Annandale	7619 Little River Turnpike		Annandale	VA	22003	(703) 642-3633	27058@westwood.edu	Alta Colleges, Inc.
00027060	Westwood College-Arlington Ballston	4420 North Fairfax Drive	Suite 400	Arlington	VA	22203	(703) 243-1662	27060@westwood.edu	Alta Colleges, Inc.

From: Ian Harazduk <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/653BDA8A64144114820BFCBF53B7514E-IHARAZDUK>

Sent: 3/23/2016 10:05:06 AM -0400

To: Jamie Morley <jmorley@[b](6)>; 'Norm Blome' <NBlome@[b](6)>

CC: 'Bill Ojile' <BOjile@[b](6)>; 'Theresa Stevens' <TStevens@[b](6)>; Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>; Joseph Gurubatham <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/2839eec7707f4128a4de87103ed162f4-JGurubatham>; Susan Greer <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/c539aa149ae54c71a8d2bc2d86525db6-sgreer>

Subject: RE: Westwood Plan Approval

Attachments: Campus Closure Formal Notification.docx

Jamie and Norm,

I see that the final notification for campus closure was uploaded earlier this week to each campus closing application. I do have a couple of questions regarding this notification:

There had been discussion that a couple of campuses may stay open. However, per this communication, I am assuming that has not occurred and only the Aurora location remains open.

The Aurora campus [00027065] is a branch campus of the Denver North main campus [00027062]. If the main campus closes and therefore has their accreditation revoked, the branch campus cannot remain accredited by ACICS.

As a follow up to that the letter indicates that the Aurora location is now operating as an NAU location. What does that mean? Is the Aurora location a branch/satellite location for NAU that is approved by their accreditor, HLC?

Finally, I have not been privy to conversation about the Redstone locations. I am wondering if there is any update to these locations and if these are operation under normal circumstances.

Please get back to me on this request and let me know if you have any questions.

Thank you.

Ian Harazduk

Senior Manager, Policy and Compliance

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

From: Jamie Morley [mailto:jmorley@(b)(6)]
Sent: Tuesday, March 15, 2016 1:14 PM
To: Ian Harazduk; Albert C. Gray; Joseph Gurubatham; Susan Greer
Cc: 'Norm Blome'; 'Bill Ojile'; 'Theresa Stevens'
Subject: RE: Westwood Plan Approval

Thanks Ian. Theresa will update the closing forms. We have reached out to the partners and told them that we need the student detail this month. We will also communicate the process with the states that are inquiring so they understand the reason for the delay.

Regards,

Jamie

Jamie Morley, Ph.D.

CEO/Academic Specialist

Direct: 505.463.(b)(6)

[jmorley@\(b\)\(6\)](mailto:jmorley@(b)(6))

www.educationconsultingsolutions.com

From: Ian Harazduk [mailto:IHarazduk@(b)(6)]
Sent: Tuesday, March 15, 2016 10:37 AM
To: Jamie Morley <jmorley@(b)(6)>; Albert C. Gray <agray@(b)(6)>; Joseph Gurubatham <JGurubatham@(b)(6)>; Susan Greer <sgreer@(b)(6)>
Cc: 'Norm Blome' <NBlome@(b)(6)>; 'Bill Ojile' <BOjile@(b)(6)>; 'Theresa Stevens' <TStevens@(b)(6)>

Subject: RE: Westwood Plan Approval

Jamie,

I have attached my previous request for information in which the most pressing issue in order to approve the teach-out plans would be the audit of students that includes the determination the options that students chose. At this time, as far as I have seen, we don't have any specific information as to the where students will complete their program of enrollment. Obviously, we do have a number of transfer arrangements for programs at each of the campuses. Therefore, in order to make a determination as to whether the institution successfully made provisions for students to complete their programs at another acceptable institution, I had planned to review the student-by-student information (which should be coming in approximately 30 days).

In addition, in the Campus Closing Application, I did not see any formal notification that the campuses have closed—and as we discussed all campuses aside from the Denver locations ceased operations on March 8, 2016. Therefore, if the institution can upload those documents into the respective Campus Closing application that would be appreciated. The plan would be to acknowledge the closure of those campuses and then once the student by student information is received and reviewed and determined to be acceptable, then we could move forward with the teach-out plan approval for the institution.

Let me know if you have any questions.

Thank you.

Ian Harazduk

Senior Manager, Policy and Compliance

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

From: Jamie Morley [[\(b\)\(6\)](mailto:jmorley@(b)(6))]
Sent: Tuesday, March 15, 2016 10:59 AM
To: Ian Harazduk; Albert C. Gray; Joseph Gurubatham; Susan Greer
Cc: 'Norm Blome'; 'Bill Ojile'; 'Theresa Stevens'

Subject: Westwood Plan Approval

Good Morning ACICS,

Westwood has a few states inquiring about when ACICS will approve the teach-out plan that was submitted. Could you please let us know if there is anything outstanding that we need to submit in order for you to approve the teach-out plan?

Regards,

Jamie

Jamie Morley, Ph.D.

CEO/Academic Specialist

Direct: 505.463.(b)(6)

[jmorley@](mailto:jmorley@(b)(6))

www.educationconsultingsolutions.com



March 16, 2016

Accrediting Council for Independent Colleges and Schools
750 First St. NE
Suite 980
Washington, DC 20002

RE: Report of Campus Closing Application

Dear ACICS:

As of March 8, 2016 all Westwood College institutions have no enrolled students. The Aurora location (00027065) is now operating as a National American University location to conduct the teach out. In addition, we are exploring the continuation of the Aurora location for the sole purpose of awarding transfer credits to students that may earn credit in the next academic term that would enable them to graduate. All other Westwood locations are closed.

Sincerely,

(b)(6)

Norm Blome
CFO, Alta Colleges

From: Jocelyn Harris <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/623E05E9CBBC4A588B96A3A55CF15F77-JHARRIS>
Sent: 3/4/2014 11:17:25 AM -0500
To: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>
CC: Joseph Gurubatham <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/2839eec7707f4128a4de87103ed162f4-JGurubatham>
Subject: RE: Westwood visit information

Sure! Westwood – online had the placement cite (Torri told me yesterday) in not less than three program areas. That team report is still in the editing process, therefore isn't in the M drive yet. And Judy didn't tell me the gentleman's name, nor did I ask.

Jocelyn

From: Albert C. Gray
Sent: Tuesday, March 04, 2014 11:13 AM
To: Jocelyn Harris
Cc: Joseph Gurubatham
Subject: RE: Westwood visit information

Jocelyn,

Just 2 questions:

Did the school receive any citations on the placement issue?

Do we know the name of the Corporate attorney who attended the latter part of the Westwood online visit? One of the people we are meeting with this afternoon, Bill Ojile, is a corporate attorney.

Thank you.

Al

From: Jocelyn Harris
Sent: Tuesday, March 04, 2014 10:46 AM
To: Albert C. Gray
Cc: Joseph Gurubatham
Subject: Westwood visit information
Importance: High

Good morning, Al! Joseph asked me to gather some information about the recent visits to Redstone and Westwood-Online colleges following the comments we received from the corporate office (and in preparation for your meeting with them today). I spoke with Judy Anderson-Kotts, Terry Campbell (team chair), and Torri about both visits. Attached please find highlights of those conversations. If you'd like me to give you a call today to discuss anything, please let me know. I am home since my son's school is still closed due to weather, but can be available at any time. Or if you'd like to call me I can be reached at (202) 441-(b)(6) at any time. Thanks so much!

Jocelyn

From: Bill Ojile <BOjile@[b](6)>
Sent: 2/11/2014 4:02:46 PM -0500
To: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>
CC: Dean Gouin <DGouin@[b](6)>
Subject: Westwood College
AI

Dean Gouin and I will be in Washington on March 4 and 5 for APSCU Hill Day, and I wanted to see whether you would have time on your schedule to meet with us either later in the afternoon on Tuesday March 4 or first thing in the morning on Wednesday March 5? Please let me know. We look forward to seeing you and updating ACICS on Westwood and Redstone.

Bill

Bill Ojile
Chief Legal & Administrative Officer
Westwood College
7604 Technology, Suite 400
Denver, CO 80237
(303)-846-[b](6)

This message and any attachments are solely for the use of intended recipients. They may contain privileged and/or confidential information, attorney work product or other information protected from disclosure. If you are not an intended recipient, then you received this email in error. Any review, dissemination, distribution or copying of this email and any attachment is strictly prohibited. If you have received this email in error, please contact the sender and delete the message and any attachment from your system. Thank you for your cooperation.

From: Bill Ojile <BOjile@(b)(6)>
Sent: 7/27/2012 12:45:53 PM -0400
To: Anthony Bieda <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/3625966aa21b477ea17337561576fd9f-ABieda>; Albert C. Gray <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1a35d9f738542d48eb5f1ddabe428e0-agray>; twickendon@(b)(6)
Subject: Westwood College
Attachments: Senator Bennet - Westwood College on HELP Staff Report.pdf

Al, Tom and Tony

Attached is a copy of a letter that Westwood delivered this morning to its Colorado Congressional delegation and selected other members of Congress in anticipation of the Monday release of the final HELP Committee report.

Bill

Bill Ojile
Sr VP- Chief Legal & Compliance Officer
Westwood College

(303) 846-1836 phone
bojile@westwood.edu



westwood.edu

This message and any attachments are solely for the use of intended recipients. They may contain privileged and/or confidential information, attorney work product or other information protected from disclosure. If you are not an intended recipient, you are hereby notified that you received this email in error, and that any review, dissemination, distribution or copying of this email and any attachment is strictly prohibited. If you have received this email in error, please contact the sender and delete the message and any attachment from your system. Thank you for your cooperation.



WESTWOOD COLLEGE®

July 27, 2012

Senator Michael Bennet
458 Russell Senate Office Building
Washington, DC 20510

Dear Senator Bennet:

We write today to express our deep concerns in advance of the release of what Westwood College believes will be a one-sided, negative majority staff report on for-profit colleges by the Senate Health, Education, Labor & Pension Committee ("Report"). Westwood anticipates the Report to be released next week.

Recently, Westwood had the opportunity to meet with the majority staff and to review documents identified as possible exhibits for the Report. However, we were provided no context or insight as to how specifically these documents will be referenced. Nor were we given an opportunity to discuss with or respond to specific concerns majority staff may have with Westwood. Notwithstanding these serious concerns, Westwood sent the attached letter to Chairman Harkin on July 9.

This week Westwood reviewed a draft of the Executive Summary of the Report. Based on that review, Westwood has significant concerns on the integrity of the Report, its findings and conclusions. While the Report appears to recognize the importance of for-profit colleges in meeting the nation's need for higher education, the Report's findings and conclusions unjustly undermine the ability of for-profit colleges to continue to serve the needs of their student populations. Below are some of the unfortunate deficiencies in the Report based on the Executive Summary:

Narrow Focus.

The narrow focus of the Report only on for-profit colleges misses an important opportunity to highlight issues and propose solutions to concerns across all types of schools, and their students, in the public, non-profit, and for-profit realms. Topics such as tuition cost, Title IV usage, borrowing levels, completion rates, student attrition, loan repayment and employment prospects are relevant issues across all types of higher education institutions. However, the Report will focus only on for-profit colleges and leave the reader with the impression that these issues are only problems with respect to for-profit colleges and students. This is simply not the case.

Completion Rates.

Westwood expects that the Report will discuss majority staff's review of completion rates among for-profit schools and that the Report will use those outcome measures to support its conclusion of poor performance by for-profit schools. But, the use of any graduation/completion rate in isolation to compare institutions produces fallacious results. Such statistics are predominately a function of the length of the program and the characteristics of the students. In no way is this reflected in the Report. Accordingly, its analysis and findings are wrong.

Sen. Michael Bennet
 July 27, 2012
 Page 2

This deficiency was highlighted in a 2006 study by the United States Department of Education¹, which identified seven risk factors that define a “non-traditional” student, which the Report will cite as a student category realizing “enormous growth” over recent years:

- Delayed start of post-secondary education
- Maintains a part-time academic workload
- Is employed full-time
- Is financially independent
- Has dependent(s) other than a spouse
- Is a single parent
- Has a GED, not a high-school diploma

This study segregated students into four groupings:

- “Traditional” - no risk factors
- “Minimally Nontraditional” - only one risk factor
- “Moderately Nontraditional” - two or three risk factors
- “Highly Nontraditional” - four or more risk factors

The study determined that the risk factors comprising a “nontraditional” student cause significantly reduced completion rates. For example, 19% of traditional students pursuing associates degrees failed to complete their degree program, whereas 62% of highly nontraditional students failed to complete their degree program. This disparity was equally pronounced at the bachelor’s level where 12% of traditional bachelor's degree candidates failed to complete their degree program, but 50% of highly nontraditional candidates failed to complete their degree program.

Westwood has analyzed its student population for the 2007-2010 time periods under scrutiny in the Report. During this time period, Westwood estimates that 67% of its students were moderately or highly nontraditional and over 70% were enrolled in bachelor's degree programs. Westwood would also expect that other for-profit schools had equally high percentages of non-traditional students, rendering meaningless the Report’s value assessment of completion rates in isolation as a measure of quality of for-profit schools.

For-profit schools also educate a higher percentage of minority students than public and private non-profit schools². According to a recently released United States Department of Education report,³ for the 2010-11 academic year, 22% and 17 %, respectively, of the four- and two-year degrees earned by African-

¹ U.S. Department of Education, National Center for Education Statistics, *Nontraditional Undergraduates*, NCES 2002–012, by Susan Choy. Washington, DC: 2002

² Race and ethnicity were not risk factors identified by the Department of Education in its study, but should have been.

³ Postsecondary Institutions and Price of Attendance in 2011-12, Degrees and Other Awards Conferred: 2010-11, and 12-Month Enrollment: 2010-11, released July 2012 <http://nces.ed.gov/pubs2012/2012289.pdf>.

Sen. Michael Bennet
July 27, 2012
Page 3

American students were earned at for-profit institutions. Similarly, 13% of the four- and two-year degrees earned by Hispanic students were earned at for-profit institutions.

Race and ethnicity are also material in analyzing propensity of students to complete college. The Report likely will avoid discussing or downplay this critical differentiating factor when comparing outcomes at for-profit colleges to other higher education institutions. In a report from the National Center for Education Statistics,⁴ completion rates by ethnicity are examined. In that report, the 2004 cohort of bachelor's degree students from public institutions with relatively open admissions policies (90% or more accepted) showed completion rates of African-American and Hispanic students that were 38% and 34%, respectively, lower than white students. Even private non-profit colleges showed significant variation, with African-American and Hispanic students' completion rates 38% and 23%, respectively, lower than white students. During the period the Committee was evaluating for-profit colleges, Westwood estimates that 46% of its students were African-American or Hispanic.

Title IV Usage.

The Report will criticize for-profit schools for their usage of Title IV funds, including federal student loans and Pell Grants. Again, the Report will do so in isolation, without reference to factors that would explain *why* for-profit colleges may have higher instances of Title IV usage as compared to other institutions of higher education. For instance, a higher utilization of Pell Grants by for-profit students is readily explainable. First, the higher utilization of Pell Grants suggests that students at for-profit schools and their parents may be poorer than students attending public and private non-profit schools, as Pell Grant eligibility is income-based. Further, the Report fails to factor in the increase in Pell funding resulting from the Higher Education Opportunity Act of 2008 (PL 110-315), which authorized year-round Pell Grants. This would help to explain why Pell Grant utilization by students attending for-profit schools increased, since most students attending for-profit schools attend school year-round. This fact was gratuitously ignored in the Report's discussion of increased level of Pell funding received by for-profit schools. Year-round Pell Grant funding was eliminated in the Department of Defense Continuing Appropriations Act of 2011 (PL 112-10).

Tuition.

The Report will highlight differences in tuition among for-profit schools and public universities and community colleges. This is a misleading and incomplete comparison for several reasons. First, the Report will fail to recognize the fact that tuition set by public institutions reflects the state subsidies received by those institutions. For-profit schools do not receive any such state support, so the fact that tuition at for-profit schools is higher should not be a startling revelation.

Second, the Report appears to take issue with how for-profit schools set tuition. However, when a complete review of higher education tuition pricing is examined, the Report's conclusions on tuition fall apart. According to the Department of Education, the average tuition and fees charged by for-profit colleges in 2011-12 for a four-year degree were *less* than the tuition charged by private non-profit institutions and by public institutions to out-of-state students.⁵ Moreover, according to the same

⁴ Graduation rates of first-time postsecondary students who started as full-time degree/certificate-seeking students, by sex, race/ethnicity, time to completion, and level and control of institution where student started: Selected cohort entry years, 1996 through 2007. http://nces.ed.gov/programs/digest/d11/tables/dt11_345.asp.

⁵Total academic year tuition and required fees (2011-12) for a four year/two year degree:

Sen. Michael Bennet
 July 27, 2012
 Page 4

Department of Education data, average tuition for the 2011-2012 academic year for a four-year degree at a for-profit school slightly declined as compared to the 2009-10 academic year, whereas public in-state tuition increased 9%, public out-of-state tuition increased 6% and private not-for profit average tuition increased 4%. The incomplete treatment of tuition underscores a significant flaw in the Report, namely, the failure to look at issues common to all students and colleges. Instead, the Report myopically and unfairly focuses on for-profit colleges with a clear, biased agenda and misses the opportunity to meaningfully address an issue of significance across all types of colleges.

School Choice.

Many students choose for-profit colleges after enrolling in a public university, community college or private non-profit school, a fact not explored by the Committee. These students do so for a variety of reasons, including: career-focused education; accelerated completion; flexible schedules; smaller campus and classroom environment; hands-on training; academic support; greater student or career services. The Report will focus on so-called “aggressive recruiting” and appears that it will offer a conclusion that many for-profit students did not make an informed decision to enroll. The tuition difference between community college and a for-profit school is often cited as evidence that students attending for-profit schools have made a poor economic choice. However, hundreds of thousands of students annually choose to attend private non-profit schools over their state university, even though the average academic year tuition cost is substantially higher at the private non-profit college (\$7,234 vs. \$23,343 according to the recent Department of Education report). The Report will not comment on the rationality of the choices made by these students. In this regard, one can only wonder why students making the informed choice of attending a for-profit college – many after experiencing other educational options—will have their decisions questioned in the Report. The recommendations of the Report, if adopted, would foreclose the option of attending a for-profit college for many students.

Process.

The process utilized by the majority staff in conducting this investigation was seriously flawed, causing significant deficiencies in the Report. The majority staff was disinterested in learning any facts that would get in the way of the negative portrayal of for-profit colleges it set out to construct. The Report will pick and choose words, phrases and data to support that negative portrayal. The majority staff did not want to hear the perspectives of any satisfied student, graduate or for-profit college employee. Instead the focus was on negative anecdotal testimony, which was then used to tar all for-profit colleges. To Westwood’s knowledge, the majority staff spoke to no for-profit college student, graduate, employee or administrator, other than those hand-picked and delivered to the majority staff by the plaintiffs’ bar.

The Report will also cite and rely upon information from an ex-Westwood employee, Joshua Pruyn, who provided what is now known to be demonstrably false testimony to the Committee.⁶ In fact, documents

-
- Public -In-state tuition - \$7,234/\$3,132
 - Public – out of state tuition – \$16,457/\$6,888
 - Private, non-profit – \$23,343/\$13,204
 - For-profit - \$15,234/\$14,131

Postsecondary Institutions and Price of Attendance in 2011-12, Degrees and Other Awards Conferred: 2010-11, and 12-Month Enrollment: 2010-11, released July 2012 <http://nces.ed.gov/pubs2012/2012289.pdf>.

⁶ See Correspondence from Mark Paoletta to Chairman Harkin and Ranking Member Enzi, dated

Sen. Michael Bennet
July 27, 2012
Page 5

obtained by the Daily Caller demonstrate that Pruyn, who made a television commercial in support of a lawsuit against Westwood, made material misstatements in his testimony – false testimony that was a cornerstone of the Committee’s August 4, 2010 hearing.⁷ Westwood provided Committee staff with the documents, call logs and recordings disproving portions of Pruyn’s testimony, but the majority staff were and remain unwilling to acknowledge this fact or repudiate Pruyn’s false testimony.

Moreover, Westwood submitted tens of thousands of documents in response to the Committee’s document request, yet no Westwood administrator was ever interviewed by the Committee staff on those documents, allowed to answer staff questions or to address issues or concerns. Westwood was not afforded the opportunity to review the Report’s findings relative to Westwood and to correct any errors or inaccurate information.

Westwood has not yet had an opportunity to review any specific findings in the Report pertaining to Westwood, but it intends to review any such findings immediately upon release of the Report. We will then provide a follow-up communication to your office. In the interim, if you have any questions, do not hesitate to contact us directly.

Sincerely,

(b)(6)



William M. Ojile, Jr.
Senior Vice President
Chief Legal & Compliance Officer

December 17, 2010.

⁷ See <http://dailycaller.com/2011/08/04/star-harkin-witness-testimony-under-fire/> (Aug. 8, 2011).



July 9, 2012

Via Hand Delivery

The Honorable Tom Harkin
Chairman, Senate Committee on
Health, Education, Labor, and Pensions
SD-428 Dirksen Senate Office Building
Washington, DC 20510

Dear Chairman Harkin:

Alta Colleges, Inc. submits this statement for inclusion in the upcoming report by your staff regarding for-profit colleges in the United States. For-profit colleges, such as Alta's Westwood College and Redstone College,¹ provide millions of Americans with the valuable opportunity to further their educations and advance their careers – opportunities that would not otherwise have existed due to cost, convenience, location or existing personal/professional obligations. The role of higher education institutions such as these cannot be understated. They provide the skilled workforce and critical job growth opportunities necessary to strengthen our economy today.

We appreciate the opportunity to submit this statement, as well as the time provided by your staff on June 26 to allow us to review at your office the Westwood documents you plan to cite in the upcoming staff report. As we are sure you are aware, no customary interviews or briefings took place during this investigation to allow us to answer questions or present additional information and context for the documents we produced to your staff. Nor have we had the opportunity to review or provide comments on the soon to be released staff report. Notwithstanding these concerns, we welcome this opportunity to provide more information about Westwood to you and your staff.² Westwood has a longstanding practice of investing time and money into our program management ensuring we not only comply with relevant federal laws and regulations, but in fact exceed those requirements in many instances. The record is clear. Westwood began refining its operations well before changes in the law required it of the industry. We did this because it was the right thing to do for our students. Indeed, we would hope that this too is reflected in the forthcoming staff report.

Background. The Committee requested thousands of documents from Westwood, and from Westwood's voluminous response, the staff has selected approximately 35 documents for use in its report. While we have no way of knowing how the report will rely on these documents, or excerpted words and phrases contained within them, we do know that the selected documents paint an incomplete and skewed picture. Many of the documents used in the staff report as a

¹ Alta, Westwood, and Redstone are referred to collectively throughout this statement as "Westwood."

² Also absent from the Committee's hearings were witnesses representative of the many satisfied graduates or committed employees of for-profit colleges, including Westwood.

The Honorable Tom Harkin

July 9, 2012

Page 2

basis for staff conclusions³ about Westwood are outdated (dating back to 2005), lack context and current information, and focus on only a narrow view of select and unrepresentative practices. In fact, Westwood has significant concern that the staff has engaged in “reverse engineering” – creating a report that contains a negative conclusion about for-profit schools, and then selecting documents, words or phrases that supposedly support those conclusions.

Given its size and geographic scope, Westwood also believes that it has received disproportionate negative attention during the Committee’s investigation. We recognize that this attention may have been primarily driven by a law firm that filed five non-meritorious lawsuits against Westwood from May 2009-August 2010, initiated many negative stories, and instigated other government inquiries against Westwood. Staff also informed Westwood that its report would cite and rely upon information from an ex-Westwood employee, Joshua Pruyn, who provided what is now known to be demonstrably false testimony to the Committee.⁴ In fact, documents obtained by the Daily Caller demonstrate that Pruyn made material misstatements in his testimony – false testimony that was a cornerstone of the Majority’s August 4, 2010 hearing.⁵ Westwood provided your staff the documents, call logs and recordings disproving portions of Pruyn’s testimony, but the staff were and remain unwilling to acknowledge this fact or repudiate Pruyn’s false testimony.

In addition, staff plans to include in the report charts and graphs on completion rates, which they developed based on their own numerical analyses of extremely complicated data. We are very concerned about any conclusions based on such analyses because the use of any completion statistic in isolation is inherently flawed by the differences in the demographic conditions of the students (among other factors). For example, the U.S. Department of Education's own study indicated that non-traditional students were significantly less likely to complete their education than traditional students.⁶ Nontraditional students were defined as students with multiple risk factors indicated below:

- Delayed enrollment after high school graduation
- Lacking a high school diploma
- Enrolling on a part-time basis
- Financially independent
- Working full-time while enrolled
- Having children younger than age 19, and
- Being a single parent.

³ Without the opportunity to read the staff report or even the portions relevant to Westwood in advance of its release, we can only be speculative in this regard.

⁴ See Correspondence from Mark Paoletta to Chairman Harkin and Ranking Member Enzi, dated December 17, 2010.

⁵ See <http://dailycaller.com/2011/08/04/star-harkin-witness-testimony-under-fire/> (Aug. 8, 2011).

⁶ See Susan Choy, U.S. Department of Education, National Center for Education Statistics, Nontraditional Undergraduates, NCES 2002–012, Washington, DC: 2002.

The Honorable Tom Harkin
July 9, 2012
Page 3

The mix of traditional and non-traditional students varies widely by institution and failure to identify these differences eliminates any comparability of completion statistics. Because we were not afforded the opportunity to review the methodology for staff's numerical conclusions in the report, we cannot respond fully in advance of reviewing the report. However, after you release the report, we will submit a subsequent letter to the Committee further explaining these important points and correcting and clarifying factual errors.

Moreover, the staff report is incomplete and as such, inaccurate. It fails to recognize the continuous and proactive improvements made by Westwood throughout its growth as an educational institution dedicated to compliance, including its efforts in the last two years, which fall outside the period of time covered by the staff's document request. Westwood has taken proactive steps to modify, improve and enhance its admissions process, student disclosures and financial aid process throughout the time period covered by this investigation (2005-2010) and continues to do so today. In the last several years, Westwood has implemented structural changes, numerous policies, and significant initiatives designed to improve the quality and quantity of the information provided to prospective students, and to help ensure compliance with applicable laws, regulations, accreditation standards, and Westwood policies. All of these improvements were initiated by Westwood management and have one common theme – to provide a quality education and help students make informed decisions about attending Westwood. Westwood's primary aim is to enroll committed and informed students for two critical reasons. First, it believes strongly in the education it provides to students and the value of this education in today's job market. Second, Westwood's success as both an educational institution and a business depends upon students remaining enrolled, completing their programs, and becoming gainfully employed.

The staff report should be informed by a broader discussion of Westwood's past and current efforts to implement compliance programs, employee training, and business practices that provide prospective students with complete and accurate information about Westwood. Westwood has gone above and beyond the requirements of federal and state law to better serve its students and hold itself to the highest standards. We delineate below several of the significant and meaningful changes, undertaken at our own accord, that have made Westwood an even stronger institution today:

Enhanced Compliance Supervision and Function. In 2006, Westwood reorganized and refined its legal and compliance department to enhance further its existing programs. The Westwood Law and Compliance Organization and its Chief Legal and Compliance Officer, in collaboration with Westwood's central administration leaders and campus presidents, oversees compliance with accrediting standards and all applicable laws, regulations, and rules. Due to its geographical dispersion, Westwood has significant oversight by regulatory agencies. Westwood campuses are located in six states and have accountability to seven state boards (with two jurisdictional boards in Texas), as well as its accrediting body and the United States Department of Education.

The Honorable Tom Harkin
 July 9, 2012
 Page 4

The Compliance Department is responsible for completing campus compliance audits, overseeing the College's third party mystery shopping program, monitoring the Westwood employee ethics hotline and student complaint hotline, and conducting investigations on any allegations of violations of the Westwood Business Code of Conduct and Ethics. In addition, the Compliance Department provides regular consultation and training on ethical and compliance issues. Westwood spends \$85,000 per year on its system-wide compliance training programs.

Improved Admissions Practices. Westwood continually scrutinizes its admissions practices and materials to ensure that all prospective students receive clear and complete information to assist in their college choice. In addition, all admissions employees receive extensive training. Many of the admissions materials and training documents relied upon by your staff in drafting their report have not been used for several years and, thus, present an outdated and inaccurate picture of admissions practices at Westwood today. For example, several of the admissions training and compensation⁷ documents identified by staff are no longer in effect today and date back to as early as 2006. Moreover, the staff appears in some cases to have chosen older admissions documents for inclusion in the report even where Westwood produced updated information.

It is important to note that Westwood had under development or in place prior to 2010 many of the improvements now in place today, including:

- Code of Conduct and Admissions Representative Agreement;
- The "College U" admissions presentation;
- Enrollment Agreement, Catalog and website;
- Loan repayment counseling and the Financial Aid Portal;
- Extensive training for admissions representatives; and
- Centralized financial aid processing.

While operating a compliant organization and seeking to enroll informed students are central to Westwood's mission, institutions of higher education generally do not need to provide proof of such practices. Westwood provides the detailed information below to the Committee to correct allegations of predatory practices generally leveled at the for-profit sector during the Committee's investigation.

Code of Conduct and Admissions Representative Agreement. Westwood has a Code of Business Conduct and Ethics that is strictly enforced, and a comprehensive Admissions Policy and Procedures Manual that provides very detailed instruction for admissions

⁷ The Westwood compensation and recognition policies that apparently will be referenced in the staff report complied with the then existing "Safe Harbor" rules promulgated by the Department of Education. **Westwood revised its compensation plan in September 2010 to move all admissions employees to straight salary and eliminate incentive compensation. This change occurred some nine months before the Department of Education's promulgation of new rules eliminating the "Safe Harbors" and prescribing new compensation rules for admission and financial aid employees.**

The Honorable Tom Harkin
July 9, 2012
Page 5

representatives. Westwood requires all new employees to complete training on the Code of Business Conduct and Ethics. As part of the hiring process, all new admissions representatives also receive Westwood's Admissions Guidelines. This seven-page document sets forth very specific responsibilities and ethical standards for admissions employees, which each admissions employee must read and sign. Equally important, Westwood uses this document to manage and oversee admissions representatives and the admissions process to ensure full compliance and the highest standards of conduct.

The "College U" Admissions Presentation. For a number of years, Westwood used a standard PowerPoint admissions presentation to ensure that Westwood admissions personnel had available materials that contained accurate statements about the College and its personnel, training, services, and accreditation status. Westwood regularly updated this presentation and provided revised versions to Westwood admissions representatives.

In 2009 Westwood began implementing a major overhaul to the presentation and began rolling out the new presentation in June 2010. Admissions representatives who introduce prospective students to Westwood's programs and services now use a revamped web-based presentation. This new presentation, called "College U," cost \$170,000 in external costs to develop. It automatically customizes by campus and program, depending on student interest, and provides students with the most current information on, among other things, the programs available, costs of attendance, employment outcomes, and other factors that prospective students ultimately consider in deciding whether to enroll at Westwood.

All admissions employees received initial training on the new presentation in June 2010. Westwood employees immediately began using the new presentation. Use of College U was required starting in August 2010. At ground campuses, the admissions representative and prospective student view the presentation on a computer monitor. Prospective online students, who deal with admissions representatives by phone, must be at a computer monitor during the presentation so they can see the College U presentation via Adobe Connect. The web-based nature of the presentation allows for centralized control over modifications, ensuring that prospective students get the most accurate and up-to-date information about Westwood. In addition, the presentation has links to the Westwood website, catalog, and other disclosures that can be opened and reviewed with the prospective student to illustrate points during the presentation and respond to questions. College U also contains an extensive Coaching Guide that assists the admissions representative in responding to questions and contains required language on key disclosures.

Enrollment Agreement, Catalog and Website. Westwood provides full disclosure about Westwood, its accreditation and programs, and the obligations of Westwood and students prior to enrollment. Westwood puts clear disclosures in writing and specifically draws each prospective student's attention to these important disclosures.

The Honorable Tom Harkin
July 9, 2012
Page 6

In early 2010, Westwood completely revamped the organization and presentation of the Enrollment Agreement executed by each prospective student. Improvements included changing the font size and placing the tuition information above the signature line on a separate page. Westwood designed the enhancements to the Enrollment Agreement to continue its efforts to present prospective students with clear, written disclosures and to draw each prospective student's attention to these important points. The disclosures include information on student obligations, the academic catalog, accreditation, credit transfer, costs and fees associated with attendance, and other pertinent topics.

Admissions representatives also provide Performance Fact Sheets to prospective students, which include information on graduation and employment outcomes. In addition, each prospective student receives a copy of the Westwood Catalog, which repeats and then amplifies the Enrollment Agreement disclosures initiated by the student. The catalog also provides information on Westwood's accreditation and regulatory bodies. Students meet with financial aid officers as well to discuss the projected cost of tuition, fees, and books. The student's financial obligations are also explained in detail during the financial aid process.

Finally, Westwood provides a wealth of information for students, prospective students, and parents on its website, www.westwood.edu. One-click from the home page, you can find:

- Program information;
- Tuition by program and campus presented both on a per term and total program cost basis;
- Academic Catalogs;
- Graduate employment and starting salary information by campus;
- All disclosures mandated by the United States Department of Education; and,
- Frequently asked questions including information on accreditation and transfer of credit.

Westwood believes that its website is best-in-class in terms of completeness and transparency. Given the clarity and completeness of these disclosures, prospective students, current students and parents have available to them information on all relevant aspects of enrollment and attendance at Westwood.

Loan Repayment and the Financial Aid Portal. In our brief review of the documents identified by staff for use in the report, it appears that staff will focus on the subject of default rates. As with the other topics in the report, loan repayment and financial aid cannot be viewed in isolation. It is important to understand the regulatory framework and economic conditions at the time, as well as the proactive, positive steps Westwood has taken and continues to take to advise students about their financial aid obligations and the tools available to them to manage repayment of their student loans.

The Honorable Tom Harkin

July 9, 2012

Page 7

By way of background, pursuant to the Higher Education Opportunity Act, the Department of Education established in April 2008 a new 3-year cohort default rate measure. Previously, all cohort default rates were measured for two years. Despite the additional one year of measurement, the threshold for default rate compliance rose only 5 percent, from 25% to 30%. The first cohort measured under the three-year rule is referred to as the 2009 cohort and it consists of students who entered repayment for the period from October 1, 2008 through September 30, 2009. Under the three-year rule, their defaults were measured through September 30, 2011. Notably, this period coincided with one of the worst job markets in the United States in modern history and that situation directly impacted students. The rules, however, contained no allowances for the very real economic situation facing students in this country and held schools to measures that were set in a period of strong employment and economic growth. Accordingly, schools including Westwood recognized the critical need to actively reach out to students about their options to avoid default. Westwood did so to assist its students, meeting a particularly acute need in challenging economic times.

As part of its continued improvements and assistance to students, Westwood also launched its student financial aid portal in 2009. Developed at a cost of more than \$1 million, Westwood provides the student financial aid portal to assist students with the process of applying for financial aid and to ensure that students received complete and accurate information on their financial aid obligations. The portal ensures that all students receive consistent and compliant explanations as well as important disclosures, including entrance counseling.

Extensive Training. All Westwood admissions representatives participate in a five-day new hire training program. Learning is assessed after training through a variety of measures including written, electronic, and response card assessments, as well as live proficiency and observation. In addition, Directors of Admissions observe all admissions representatives on a consistent basis and monitor a variety of interactions to ensure the accuracy of the information presented and compliance with Westwood's policies. Admissions representatives also complete a compliance review twice per year to ensure understanding and application of key learning in ethics, integrity, and general compliance.

Centralized Financial Aid Processing. In late 2007, Westwood established the Student Finance Operations Center, a centralized financial aid processing center for all 17 of its campuses. By centralizing financial aid certification, disbursement and return of Title IV functions Westwood was able to ensure consistency in all areas of the financial aid process, create subject matter experts in each key process area, and improve the level of training and development for all people processing financial aid. Westwood completed the migration of campuses to this center in December 2010 and included a start-up investment of \$3 million. The implementation of the center has resulted in a significant improvement in student customer service and compliance with the Title IV regulations, as reflected in the Westwood campuses annual SFA audits.

The Honorable Tom Harkin
 July 9, 2012
 Page 8

Additional Training and Compliance Initiatives. Westwood took immediate steps described below in response to the HELP Committee’s August 4, 2010 hearing as part of its extensive efforts to continually enhance its existing training and compliance programs. It is important, however, to note initially that Westwood has significant concerns about the staff’s continued reliance on the erroneous and discredited Government Accountability Office (GAO) investigation and testimony at the August 4 hearing. In an unprecedented action, GAO ultimately had to reissue its testimony to correct its numerous misstatements about for-profit schools, including Westwood. As Ranking Member Enzi has described the reissued testimony – “[O]ver 50 changes were made to 12 pages of the original testimony. The majority consist of word changes, new or revised facts, and additional information about statements made by school officials. These changes appear to undermine many of the allegations made in Mr. Kutz’s [GAO’s] testimony, and suggest that information was either intentionally or recklessly omitted and/or misrepresented.”⁸ Inexplicably, staff continues to cite and rely on this discredited GAO investigation and testimony.

Not only has this testimony been shown to contain numerous misstatements and errors, but the Department of Education’s Office of the Inspector General (IG) conducted a thorough investigation of Westwood following the GAO’s report and found no evidence of misconduct. The IG’s Office closed its investigation with no charges or grounds for further inquiry.

Internal Investigation. Within days of the August 4 hearing, the Westwood College Board of Trustees retained two law firms, Hogan Lovells, one of the largest and most respected law firms in the United States, and Steese, Evan & Frankel, a Denver-based law firm with a national reputation in investigations, to conduct a system-wide independent investigation. This internal investigation cost Westwood \$750,000. Among other efforts, Westwood also implemented the training, compliance, and admissions policies and programs described below.

System-Wide Training. In August and September 2010, Westwood conducted six, two-day regional training sessions for its financial aid, admissions, and student services staff. Over 1,100 employees attended the training, which focused, among other things, on the ethical conduct Westwood expects of its employees, the new admissions presentation, and a reaffirmation of the roles of admissions and financial aid representatives with respect to admissions and financial aid questions and process. The training created a strong focus on compliance in the student finance and admissions areas and set clear expectations of each department’s role in the student recruitment process. The training costs exceeded \$350,000.

⁸ See Correspondence from the Hon. Michael Enzi to the Hon. Gene Dodaro (Dec. 7, 2010).

The Honorable Tom Harkin
 July 9, 2012
 Page 9

Compliance Initiatives. In late 2010, Westwood contracted with a third party to conduct periodic mystery shopping of its admissions personnel, both in person at campuses and over the telephone. The annual cost of the mystery shopping program exceeds \$200,000. Westwood uses information learned through ongoing mystery shopping to conduct additional training, modify the manner in which it presents information, and provide the basis for disciplinary actions, if necessary.

Starting with the January 2012 term, Westwood rolled out a new compliance work plan for its campuses. Under development since early 2011, the compliance work plan requires Campus Presidents and Academic Deans to perform certain tasks on a term by term basis, such as review of graduate employment files, and sign attestations that the outcomes are consistent with accreditation and regulatory requirements, as well as Westwood policies. The Compliance Department will conduct periodic audits of these attestations.

Admissions Materials and Compensation. Westwood accelerated required implementation of the College U admissions presentation, mandating its use starting in August 2010 system-wide. As described above, this presentation provides extensive and detailed information for prospective students, which provides complete transparency and helps students make fully informed decisions about their education.

Westwood also eliminated incentive compensation for admissions employees in September 2010 and moved all of those employees to straight salary. **It is important to note that Westwood made this change nine months before the Department of Education’s promulgation of new rules that eliminated the former “Safe Harbors” and prescribed new compensation rules for admission and financial aid employees.**

2009 Review of Westwood by the Higher Learning Commission. Until voluntarily withdrawing in November 2010, Westwood held candidate status with the Higher Learning Commission of the North Central Commission of Colleges and Schools (“HLC”). The report of the May 4-June 10, 2009 Comprehensive Evaluation Team for Initial Accreditation bears on the issues examined in the staff report with respect to the accuracy, openness, and completeness of Westwood’s admissions practices and processes.

After an extensive review of each Westwood campus, its central administrative offices, thousands of documents and interviews with staff and students, the HLC accreditation team concluded that Westwood’s admissions practices met the HLC’s stringent accreditation requirements. With respect to the issues of integrity and accuracy of information, the accreditation team’s report specifically noted the following evidence demonstrating that Westwood satisfied the HLC accreditation standards:

- “Tuition and fees are published on the web and as a hard copy addendum to the catalog.”

The Honorable Tom Harkin

July 9, 2012

Page 10

- “The team’s review of the institution’s advertising and marketing materials confirmed the accuracy and fairness in their statements and process.”
- “These [enrollment] agreements provide great clarity to students on their acceptance to the college, their area of study at the time of acceptance, the required curriculum, their charges for the term, and estimated charges for the entire program. The agreement and its use was strong evidence of Westwood College’s interest and ability to deal fairly and honestly with its constituents.”
- Westwood “... fairly and accurately informs students, prospective students and the public with up-to-date information about admissions, credit transfer, costs, refunds, financial aid and accreditation status of the organization and programs.”
- “Students, including those students who were interviewed on a phone conference, reported that they were comfortable with the ways in which Westwood College approached them during the admissions process and kept them informed of their financial responsibilities.”

In sum, throughout its growth as a leading educational institution in this country, Westwood has invested many millions of dollars to improve the student’s experience, foster an environment of continuous improvement and ensure its compliance with applicable laws, regulations and rules. Unfortunately, it appears that these well-documented efforts will not be reflected in the staff report. Notwithstanding staffs’ omission of these facts, it is important to consider these significant improvements and investments in evaluating the staff report and making informed and balanced conclusions about Westwood. For more information about Westwood and its current policies and procedures, please visit www.westwood.edu.

Sincerely,

(b)(6)



William M. Ojile, Jr.
Senior Vice President
Chief Legal & Compliance Officer

cc: The Honorable Michael B. Enzi, Ranking Member

From: Joseph Gurubatham <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/2839EEC7707F4128A4DE87103ED162F4-JGURUBATHAM>
Sent: 10/11/2012 10:27:46 AM -0400
To: Sarah Frazier <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/F61605271ba24b6cb834dd11923b1296-ssober>; Albert C. Gray <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1a35d9f738542d48eb5f1ddabe428e0-agray>
Subject: Westwood College, Denver North, Special Visit, June 2011--Sample Report
Attachments: Westwood College, Denver North, Special Visit, June 2011.docx

Dear Sarah:

For your benefit, I am sending a copy of a special visit that I conducted. It was not a financial special visit. However, in the absence of a special visit template, the format I used may be of help to you.

Joseph

Accrediting Council for Independent Colleges and Schools
REPORT OF SPECIAL VISIT TO WESTWOOD COLLEGE, DENVER NORTH

7350 North Broadway

Denver, CO 80221

Dates of Visit:

June 20 and 21, 2011

ACICS ID Code: 00027062

Ms. Natalie Williams, President

rwilliams@westwood.edu

720-542-5601

Visiting Team:

Team Chair	Mr. Brian Stewart, ACICS Council Member President/CEO, Bryan College, Springfield MO
Team Member	Dr. Gary Carlson, ACICS Council Chair
ACICS Staff	Dr. Joseph E. Gurubatham, Director of Campus Development

Introduction and Purpose of the Visit

Since the year 2006 Westwood College has taken systematic actions to consolidate all its campuses under one accrediting agency. The corporate management's decision was to transfer the many campuses which were accredited by the Accrediting Commission of Career Schools and Colleges (ACCSC) to ACICS. In January 2010 ACICS conducted its on-site evaluation visit to the Westwood College-Denver North campus. The college maintained its accreditation status with ACCSC while it continued to seek its initial accreditation status with ACICS.

Following adverse publicity surrounding for-profit colleges, including questions on questionable recruitment practices at one or more Westwood College campuses, deferral actions were taken by both ACCSC and ACICS. In September 2010 ACCSC formally issued a Probation Order to Denver North. This was followed by a similar order by the Colorado Department of Higher Education.

In February 2011 Westwood College-Denver North was notified by ACCSC that the Probation Order was vacated and that the campus was granted a three-year renewal of accreditation with required reporting and updates. The Colorado Department of Higher Education consequently also vacated its probation and returned its status to Full Authorization. The institution was required by ACICS to respond to allegations of misleading enrollment and recruitment practices identified by the Government Accountability Office. After review of the response from the college, ACICS determined that there was no evidence that the institution was not in compliance with the standards set forth in the *Accreditation Criteria*.

In April 2011 the ACICS Council reviewed all relevant documents and information concerning the college and voted to defer further action on the initial grant application until its August 2011 meeting pending the completion of special visits to the Denver North campus and the Houston branch campus. The purpose of the special visit is to review the recruiting practices at the campuses, the status of each campus with respect to its various regulatory and accrediting agencies, and any other significant changes at the campuses since the ACICS team visits were conducted.

Scope of the Visit

The visit was conducted over a two-day period. The institution had sent the team a historical overview, complete copies of correspondence from ACCSC and institutional responses to areas of concern identified by ACCSC.

Following a tour of the campus facilities, the team met with officers of the corporation and school officials to gain an understanding of recent developments and the institution's current status with the State of Colorado and with the ACCSC. Private meetings were held with

as many as 11 students, selected faculty, administration and staff. Considerable time was spent with the admissions representatives, the Director of Admissions, admissions trainers and career services staff. The team reviewed admissions and recruitment protocols. Copies of all print ads and Web-based promotional materials were examined. Sample faculty records and course syllabi were evaluated. The catalog was examined for compliance with ACICS standards.

Enrollment statistics, placement and retention statistics, the Annual Institutional Reports were examined.

Observations and Findings

- The physical facilities are very impressive and well maintained.
- The administration, faculty and staff exhibited a strong commitment to providing excellent education and outstanding services to students.
- The students appeared to be highly satisfied with the quality of education and indicated that the college fairly and accurately represented itself during the recruitment and admissions process.
- The college has established a carefully developed training and monitoring protocol for admissions representatives.
- The advertisements and publications accurately portrayed the college offerings and services. (One statement concerning the size of the college's student population, including its alumni, appeared to exaggerate the current student enrollment of approximately 560 students. The statement was not inaccurate, but one could assume that the current student body is in excess of 5,000 students. The administration indicated that action will be taken to revise the actual statement to remove to any possible implication of misrepresentation.)
- With the exception of one program (Bachelor of Science in Web Design and Multi Media), which had a retention rate of 57%, all programs had retention rates of 60% or higher. The placement rate is higher than 65% for all programs for 2010. Several of the programs had placement rates of 100%.
- An examination of the college's correspondence with ACCSC and the Colorado Department of Higher Education showed that the college's current standing with these agencies is satisfactory and that the college is taking appropriate steps to address outcomes areas identified by ACCSC.
- The team did not find any areas of non-compliance during this special, focused visit.

From: Jocelyn Harris <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/623E05E9CBBC4A588B96A3A55CF15F77-JHARRIS>
Sent: 3/4/2014 10:45:43 AM -0500
To: Albert C. Gray <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1a35d9f738542d48eb5f1ddabe428e0-agray>
CC: Joseph Gurubatham <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/2839eec7707f4128a4de87103ed162f4-JGurubatham>
Subject: Westwood visit information
Attachments: Westwood campus update.docx

Good morning, Al! Joseph asked me to gather some information about the recent visits to Redstone and Westwood-Online colleges following the comments we received from the corporate office (and in preparation for your meeting with them today). I spoke with Judy Anderson-Kotts, Terry Campbell (team chair), and Torri about both visits. Attached please find highlights of those conversations. If you'd like me to give you a call today to discuss anything, please let me know. I am home since my son's school is still closed due to weather, but can be available at any time. Or if you'd like to call me I can be reached at (202) 441-(b)(6) at any time. Thanks so much!

Jocelyn

I spoke with Judy Anderson-Kotts (Westwood corporate rep) and Terry Campbell (team chair) on February 18th and 21st (respectively) regarding their experiences with Torri's visits to Redstone and Westwood-online) colleges. Below, please find a synopsis of their comments

Judy

- Campuses (Redstone and Westwood – Online) received no correspondence from staff (i.e. VS1 or visit memo) as of the day AFTER materials should have been sent to the teams (two weeks prior to the visit). Judy emailed staff that day to inquire about correspondence.
- VS1 (visit confirmation letter) was sent to the campuses after Judy's email
- Visit Memo sent a week before the visit; team included an instructor that worked for Westwood (which is a conflict of interest and against our practice). Individual had to be replaced
- Judy offered to help staff in organizing the schedule for the Westwood-online visit, due to the unique nature of the visit. Staff "was not receptive to that request".
- Redstone campus felt some tension amongst the ACICS team members at the onset of the visit (this was not echoed by the team chair)
- The Redstone visit started on Monday. By that time, it was still unclear which evaluators for the Westwood-online campus (Thursday and Friday) would be on-site and which would be remote (Staff stated that this information was sent a week prior to the visit).
- Westwood online was told that the team would provide a list of student files to have prepared prior to the visit since they were all electronic (that list was not provided in a timely manner)
- The scheduled conference calls between the ACICS team members and faculty for Westwood- Online were not adhered to (on the part of ACICS team) and many needed to be rescheduled
- During the update meeting at Redstone, ACICS staff did all the talking (possibly because the chair was getting over a cold) and she gave varying answers to the same questions, which confused the administration
- Westwood's corporate attorney was asked to attend the latter part of the Westwood online visit. After the exit conference he made the comment "what a joke!".

Terry

- Staff's correspondence did not go out in a timely manner. This information should have been sent sooner so the chair could have corresponded with the campuses in sufficient time prior to the visit
- There was some hostility on the part of the Redstone administration at the start of the visit (quite possibly due to the late correspondence)

- Westwood campus became upset when ACICS staff requested to look at additional student transcripts (some were requested prior to the visit, and more were requested once the student relations evaluator discovered some SAP violations)
- Both campuses became very defensive when teams could not verify placement (primarily due to lack of documentation of those whose placements were waived and unsuccessful placement calls)
- It was evident that the Redstone campus contacted Westwood-online prior to the start of the second visit. There was hostility from the Westwood administration at the start of that visit
- Staff did an exceptional job in explaining the areas of non-compliance. The school simply did not want to hear them. Staff ad chair took extra time explaining potential areas of noncompliance on the first day of each visit.
- Staff was professional and represented ACICS well
- During the read-through, it was discovered that not all reports from “field” evaluators (Westwood-online) were filled out completely, so the chair had to reach out to them for further information and documentation to get the report turned in on time
- The door was always open for communication between the ACICS team and campus administration.

Seems both individuals agreed on the lateness of correspondence, which may have led to some initial tensions and feelings of unpreparedness. The team chair stated that if staff had done anything to misrepresent ACICS or embarrass the organization in any way, he would have said so. His major concern was lack of communication between the team and administration. Judy’s concerns centered on the premise that ACICS staff was unclear on what she was doing/saying prior to and during the visits, and that the visits were ill-planned. Torri stated (yesterday) that it was clear that Westwood wanted Judy to be “hands off” in the preparation of the materials in the team room, and the campuses were not as prepared as Judy would have liked. I spoke with Torri yesterday afternoon, and her feeling is the schools were dissatisfied that the teams had so many issues verifying placement. There seemed to be many cases where students were placed in fields that were in no way related to their fields of study (i.e. Information technology graduates placed as receptionist at a gastroenterologist office and shipping/receiving clerk at a furniture store; animation graduate placed as cashier at a car dealership; and interior design graduate placed as night clerk at a hotel). Many graduates (about 90) signed an attestation of placement, and the team made the assumption (after multiple unsuccessful attempts of verifying placements) that many of those students may not have known what they were signing.

Please let me know if you need anything further!

Jocelyn

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/2/2015 2:27:45 PM -0400
To: 'acicsinfo@(b)(6)'; 'jcoker@(b)(6)'
CC: 'joanne.wenzel@(b)(6)'; 'Leeza.Rifredi@(b)(6)'
Subject: 00019019 App 61988 Le Cordon Bleu Wine & Beverage (D) New Program Approval
Attachments: 00019019 App 61988 Le Cordon Bleu Wine & Beverage (D).pdf

Dear Mr. Coker:

Attached is your school's approval letter for the new program application referenced above. Please contact me if you have questions concerning the approval.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



April 2, 2015

Sent Via Email Only

Mr. Jeffrey S. Coker
 Director of Education
 Le Cordon Bleu College of Culinary Arts
 521 East Green Street
 Pasadena, CA 91101
[\(b\)\(6\)](mailto:acicsinfo@(b)(6))
[\(b\)\(6\)](mailto:jcoker@(b)(6))

Dear Mr. Coker:

**SUBJECT: New Program Approval
 Application ID: 61988**

The new program application and supporting materials submitted on April 2, 2015, by Le Cordon Bleu College of Culinary Arts, ACICS ID 00019019, was reviewed and determined to be within the institution's stated mission and scope of accreditation. Therefore, effective the date of this letter, the Council has approved the program activity listed below. The institution or campus may begin advertising, recruiting, and enrolling students in the new program effective this date.

DIPLOMA

This program is approved to be delivered via Residential

CIP Code	Program Name	Clock/ Contact Hours	Program Length (wks)	Total Credits	Unit of Measurement
12.0510	Le Cordon Bleu Wine & Beverage	900	48	62	Quarter Credit
The proposed start date is:					April 6, 2015

The institution must initiate new programs of study within one year of the proposed start date, and graduate at least one class per calendar year or within a period not to exceed one and one-half times the standard program length. The institution is required to notify ACICS if the program start date is revised. Any extensions over 12 months from the initial start date will require Council action.

In addition to remaining compliant with ACICS program of study standards, the institution must comply with any applicable Federal student financial aid statutory and regulatory requirements.

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 ● Washington, DC 20002-4223 ● t - 202.336.6780 ● f - 202.842.2593 ● www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018836

Mr. Jeffrey S. Coker
April 2, 2015
New Program Approval
Page 2 of 2

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
Program Analyst I
[ckouko@\[b\]\(6\)](mailto:ckouko@[b](6))
202.336.6790

cc.

Joanne Wenzel, Bureau Chief, Department of Consumer Affairs, Bureau for Private
Postsecondary Education [joanne.wenzel@\[b\]\(6\)](mailto:joanne.wenzel@[b](6))

Leeza Rifredi, Manager, Licensing Unit, Department of Consumer Affairs, Bureau for Private
Postsecondary Education [Leeza.Rifredi@\[b\]\(6\)](mailto:Leeza.Rifredi@[b](6))

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 3/12/2015 12:39:19 PM -0400
To: acicsinfo@[REDACTED]; jcoker@[REDACTED]
Subject: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[REDACTED] (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 2/5/2015 2:35:24 PM -0500
To: 'acicsinfo@[b](6)'; 'mgiacomini@[b](6)'
Subject: 00019019 Le Cordon Bleu College of Culinary Arts App 61988- Empty Application

Dear Mr. Giacomini,

In reviewing applications for your school, I find that an application for a new program was opened on January 14, 2015. The application identified above was found void of any documentation.

We are trying to keep within our internal turnaround time of 30 days from the purchase & upload of a new program application and would therefore appreciate your responding to this email to let us know when you plan to upload documents to this application. Thank you for your assistance.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 5/19/2015 12:58:33 PM -0400
To: 'acicsinfo@[b](6)'; 'mgiacomini@[b](6)'
Subject: 00019019 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date
Attachments: 00019019 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date.pdf

Dear Mr. Giacomini:

Attached is the acknowledgement for your school's proposed start date changes. Please let me know if you have any questions or concerns.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



May 19, 2015

Sent Via Email Only

Mr. Mike Giacomini
 Campus President
 Le Cordon Bleu College of Culinary Arts
 521 East Green Street
 Pasadena, CA 91101
[\(b\)\(6\)](mailto:acicsinfo@(b)(6))
[\(b\)\(6\)](mailto:mgiacomini@(b)(6))

Dear Mr. Giacomini:

SUBJECT: 00019019, Le Cordon Bleu College of Culinary Arts, Pasadena, CA, MC
Acknowledgement of New Proposed State Date
 Notification Date: May 18, 2015

Thank you for your correspondence notifying the Council that you wish to postpone enrollment in the following program at the above mentioned institution:

<i>CIP Code</i>	<i>NP App ID</i>	<i>Credential Level</i>	<i>Program Name</i>
12.0510	61988	Diploma	Le Cordon Bleu Wine & Beverage

The new proposed start date for enrollment in the program, **July 6, 2015**, has been acknowledged by the Council.

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I
[\(b\)\(6\)](mailto:ckouko@(b)(6))
 202.336.(b)(6)

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 7/28/2015 2:37:17 PM -0400
To: 'acicsinfo@[b](6)'; 'Isands@[b](6)'
Subject: 00019019 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date 2
Attachments: 00019019 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date 2.pdf

Dear Mr. Sands:

Attached is the acknowledgement for your school's proposed start date changes. Please let me know if you have any questions or concerns.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



July 28, 2015

Sent Via Email Only

Mr. Lachlan Sands
 Interim Campus President
 Le Cordon Bleu College of Culinary Arts
 521 East Green Street
 Pasadena, CA 91101
[acicsinfo@\[b\]\(6\)](mailto:acicsinfo@[b](6))
[lsands@\[b\]\(6\)](mailto:lsands@[b](6))

Dear Mr. Sands:

SUBJECT: 00019019, Le Cordon Bleu College of Culinary Arts, Pasadena, CA, MC
Acknowledgement of New Proposed State Date
 Notification Date: June 18, 2015

Thank you for your correspondence notifying the Council that you wish to postpone enrollment in the following program at the above mentioned institution:

<i>CIP Code</i>	<i>NP App ID</i>	<i>Credential Level</i>	<i>Program Name</i>
12.0510	61988	Diploma	Le Cordon Bleu Wine & Beverage

The new proposed start date for enrollment in the program, **November 9, 2015**, has been acknowledged by the Council.

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I
[\[b\]\(6\)@acics.org](mailto:[b](6)@acics.org)
 202.336.[b](6)

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/2/2015 3:28:24 PM -0400
To: 'acicsinfo@[b](6)'; 'jcoker@[b](6)'
Subject: 00019019, App 61988, Le Cordon Bleu College of Culinary Arts, QA Monitoring Visit Notification and Guidelines
Attachments: 00019019, App 61988, Le Cordon Bleu College of Culinary Arts, QA Monitoring Visit Notification and Guidelines.pdf

Dear Mr. Coker:

Attached is your school's Quality Assurance monitoring visit notification for the new program application referenced above. Please contact me if you have questions concerning the notification.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



April 2, 2015

Sent Via Email Only

Mr. Jeffrey S. Coker
 Director of Education
 Le Cordon Bleu College of Culinary Arts
 521 East Green Street
 Pasadena, CA 91101

[acicsinfo@\[REDACTED\]](mailto:acicsinfo@[REDACTED])

[jcoker@\[REDACTED\]](mailto:jcoker@[REDACTED])

Dear Mr. Coker:

SUBJECT: Quality Assurance Monitoring Visit
 Expanding the scope of programs offered at this campus
 Scheduled Visit: January 2016 – February 2016

On April 2, 2015, the Council approved new programs of study for Le Cordon Bleu College of Culinary Arts, 00019019. The new programs of study activity were determined to be within the institution's current scope of accreditation, and therefore were approved without conditions. An institution is defined as the main and all additional locations.

However, this activity is new to this campus and will require a quality assurance monitoring visit. The scope of the visit is to monitor adherence to ACICS standards with respect to programs of study. The quality assurance monitoring visit is scheduled to take place during the months referenced in the subject field above. The school will be contacted by a staff coordinator approximately 30-60 days prior to the timeframe established for the visit.

If you have any questions regarding the decision for this visit, please contact me at [ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I

[ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])

202.336.[REDACTED]



Ver. September 2013

EXPANSION OF AN INSTITUTION'S SCOPE OF ACCREDITATION

Effective September 2013, ACICS's review of new programs of study will include determining if the activity is within the institution's current scope of accreditation. An "institution" is defined as a main campus and all additional locations. Therefore, new programs of study determined to be **at a higher credential level** than any program currently approved within the institutional grouping would be considered a substantive change. In addition, programs of study determined to be **significantly different from other program offerings** (out-of-scope) or being delivered through a **different delivery method** (DE) would be considered substantive changes to the institution's current scope of accreditation.

Impact to New Program Approval Turn-Around Timeline

Prior to approval of the new program of study, the institution's scope of accreditation must be expanded to include the substantive change. The action to expand an institution's scope of accreditation requires ACICS Council approval. Therefore, the standard turn-around timeline for new programs of study which require expanding an institution's scope of accreditation as the result of a substantive change is 60 – 75 days. **Please plan your program start dates accordingly.**

Impact to New Program Application and Required Documentation

The New Program Application and key required documents have been revised to include documents required when it is determined to be a substantive change to the institution's current scope of accreditation. In addition, the academic credit analysis (ACA) has been revised to include a worksheet for determining if the new program is out-of-scope within the institution's grouping. This worksheet is required of all new programs submitted after December 1, 2013. Staff may require a campus to complete this worksheet if an ACA is submitted prior to December 1, 2013 using a previous version.

Impact to On-Site Visits Required as a Result of Substantive Change

The new program visit procedures have also been revised. Visits will no longer be required before "final inclusion" is granted by the Council. All new program approvals will recognize that the action is compliant with ACICS standards and is within the institution's scope of accreditation. If the new program was determined to be a substantive change to the institution's scope of accreditation, an expansion to the institution's scope of accreditation, approved by Council, is required before the new program is approved. Consequently, ACICS will no longer require visits prior to final inclusion. However, ACICS will continue to monitor campuses that initiate new programs of study. These monitoring visits will be referred to as **Quality Assurance Monitoring (QAM)** visits. The previous New Program visit required when a program is out-of-

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018850



scope will become a Quality Assurance Monitoring visit – for Out-of-Scope (QAM-OS); the previous Readiness Visit and Credential Inclusion Visits when a program is at a higher credential level will become a Quality Assurance Monitoring visit – for Higher Credential level (QAM-RV and QAM-HC); and finally, the previous Distance Education Inclusion visit when an institution is approved to offer distance education for the first time will become a Quality Assurance Monitoring visit – for Distance Education (QAM-DE). The scope of the QAM visits will be similar to the previous NP, RV and CI visits.

In addition to quality assurance monitoring visits required following a substantive change to an **institution's** scope of accreditation, the same QAM visit may be required if the new program of study is at a **higher credential level at that campus**, or **significantly different from other program offerings at that campus**, or being delivered through a **different delivery method than currently offered at that campus**.

Impact to Approval Letters

When a new program of study is determined to be **within the institution and the campus' scope of accreditation**, the campus will receive a new program approval letter. No further action will be required. The new program will be included in the campus' program listing and reviewed during future renewal of accreditation visits.

When a new program of study is determined to be **within the institution's scope of accreditation but not within the campus' scope of accreditation**, the campus will receive a new program approval letter. **In addition**, the campus initiating the new program of study will receive a letter informing the campus of the requirement to host a **quality assurance monitoring (QAM)** visit and will include visit schedule details.

When a new program of study is determined to be a **substantive change to the institution's current scope of accreditation**, the campus will receive a Council approval letter expanding the institution's scope of accreditation to include the substantive change. This approval letter will be sent to the campus initiating the new program of study with a copy to the main campus and will include the requirement for a **quality assurance monitoring (QAM)** visit with visit schedule details. **In addition**, the campus will receive a new program approval letter.

Please contact Ms. Linda Lundberg at llundberg@acics.org or Ms. Susan Greer at sgreer@acics.org if you have any questions regarding the revisions to new programs of study procedures.

From: Jennifer Sohonie <JSohonie@[b](6)>
Sent: 1/24/2014 12:34:56 PM -0500
To: Cathy Kouko <ckouko@[b](6)>
CC: Mario Novo <mnovo@[b](6)>; Jessica Sanders <jsanders@[b](6)>; Julia Brooks <jbrooks@[b](6)>
Subject: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579

Dear Ms. Kuoko

In response to your request for additional information dated January 10, 2014 and January 23, 2014 for new program applications 56578-56579 from Le Cordon Bleu College of Culinary Arts in Seattle, ACICS ID 00023929, please find the following information:

- **The state documentation provided does not include the new program approval. A state task has been opened.**
State approval from the Washington Student Achievement Council (WSAC) has been uploaded for both applications.
- **The lecture lab/hours in the ACA for App 56578 does not match the other documentation provided. An ACA task has been opened.**
An explanation has been uploaded in the ACA task as requested for both applications.
- **Please explain the discrepancy in total credits awarded between the ACA and application in the narrative below the existing/new course table. For example, use a special character for the courses that have a higher credit hour calculated than awarded and make a note at the bottom explaining the discrepancy. Narrative tasks have been opened.**
An explanation has been uploaded in the ACA task as requested for both applications.
- **Please identify the general education courses in the catalog. Catalog tasks have been opened.**
 - **Please include the program outline per term in the catalog.**
 - **LCBC100 is not listed in the course listing for app 56578.**

The updated catalog addenda identifying the general education courses and the program outlines per term have now been uploaded for both applications. The addendum for application 56578 also now lists LCBC 100.

- **MTH135 course title in the syllabi doesn't match the other documentation. Syllabi tasks have been opened.**

The corrected course syllabus for MTH135 has been uploaded for both program applications.

- **Please upload the form that the practicum site uses to evaluate the students. Practicum tasks have been opened.**

The Externship Evaluation form provided for the site supervisor has been uploaded for both applications.

- **The transition plan uploaded for app 56579 is the track change version. Please upload a copy without track changes activated.**

A clean version of the transition plan has been uploaded for application 56579.

- **Presenting additional documentation in reference to LCBC 240 as the course description is changing.**

The course description for LCBC 240 - Restaurant Rotation has changed during this application process. We have uploaded the most recent version of the course syllabus as well.

- **Please insert the statement uploaded as ACA (1) for app 56578 in the narrative below the existing/new course table. Indicate which courses have been rounded down. Narrative tasks for both applications have been opened.**

An asterisk has been added to the program narratives to indicate which courses have been rounded down. The updated narratives have been uploaded for both applications.

- **LCBC122 lecture/lab hours in the ACA for App 56578 are incorrect. An ACA task has been opened.**

The lecture/lab hours in the ACA for App 56578 have been corrected. An updated ACA has been uploaded for this application.

Kindest regards,

Jennifer Sohonie, CEC, CCE, M. Ed. | Campus Director

Le Cordon Bleu College of Culinary Arts | Seattle

360 Corporate Drive North | Tukwila, WA 98188

Office 206.268.(b)(6) Main Campus 206.268.3888

Cell (b)(6) Fax 847.396.8524

[\(b\)\(6\)](mailto:jsohonie@(b)(6)) | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 1/10/2014 12:25:15 PM -0500
To: ACICSINFO@[b](6) jsohonie@[b](6)
Subject: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

Apps 56578-56579

- The state documentation provided does not include the new program approval. A state task has been opened.
- The lecture lab/hours in the ACA for App 56578 does not match the other documentation provided. An ACA task has been opened.
- Please explain the discrepancy in total credits awarded between the ACA and application in the narrative below the existing/new course table. For example, use a special character for the courses that have a higher credit hour calculated than awarded and make a note at the bottom explaining the discrepancy. Narrative tasks have been opened.
- Please identify the general education courses in the catalog. Catalog tasks have been opened.
 - Please include the program outline per term in the catalog.
 - LCBC100 is not listed in the course listing for app 56578.
- MTH135 course title in the syllabi doesn't match the other documentation. Syllabi tasks have been opened.
- Please upload the form that the practicum site uses to evaluate the students. Practicum tasks have been opened.
- The transition plan uploaded for app 56579 is the track change version. Please upload a copy without track changes activated.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 1/27/2014 12:18:56 PM -0500
To: ACICSINFO@[b](6) jsohonie@[b](6)
CC: Susan Greer <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/c539aa149ae54c71a8d2bc2d86525db6-sgreer>
Subject: 00023929, App 56578 & 56579, Le Cordon Bleu College of Culinary Arts, QA Monitoring Visit Notification and Guidelines
Attachments: 00023929, App 56578 & 56579, Le Cordon Bleu College of Culinary Arts, QA Monitoring Visit Notification and Guidelines.pdf

Dear Ms. Sohonie:

Attached is your school's Quality Assurance monitoring visit notification for the new program applications referenced above. Please contact me if you have questions concerning the notification.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.[b](6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



January 27, 2014

Sent Via Email Only

Ms. Jennifer Sohonie
 Director of Education
 Le Cordon Bleu College of Culinary Arts
 360 Corporate Drive North,
 Tukwila, WA 98188
[ACICSINFO@\[REDACTED\]](mailto:ACICSINFO@[REDACTED])
[jsohnie@\[REDACTED\]](mailto:jsohnie@[REDACTED])

Dear Ms. Sohonie:

SUBJECT: Quality Assurance Monitoring Visit
 Initiating a higher credential level than previously offered at this campus
 Scheduled Visit: May 2014 – June 2014

On January 27, 2014, the Council approved a new program of study for Le Cordon Bleu College of Culinary Arts, 00023929. The new program of study activity was determined to be within the institution's current scope of accreditation, and therefore was approved without conditions. An institution is defined as the main and all additional locations.

However, this activity is new to this campus and will require a quality assurance monitoring visit. The scope of the visit is to monitor adherence to ACICS standards with respect to programs of study. The quality assurance monitoring visit is scheduled to take place during the months referenced in the subject field above. The school will be contacted by a staff coordinator approximately 30-60 days prior to the timeframe established for the visit.

If you have any questions regarding the decision for this visit, please contact me at [ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I
[ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])
 202.336.6780



Ver. September 2013

EXPANSION OF AN INSTITUTION'S SCOPE OF ACCREDITATION

Effective September 2013, ACICS's review of new programs of study will include determining if the activity is within the institution's current scope of accreditation. An "institution" is defined as a main campus and all additional locations. Therefore, new programs of study determined to be **at a higher credential level** than any program currently approved within the institutional grouping would be considered a substantive change. In addition, programs of study determined to be **significantly different from other program offerings** (out-of-scope) or being delivered through a **different delivery method** (DE) would be considered substantive changes to the institution's current scope of accreditation.

Impact to New Program Approval Turn-Around Timeline

Prior to approval of the new program of study, the institution's scope of accreditation must be expanded to include the substantive change. The action to expand an institution's scope of accreditation requires ACICS Council approval. Therefore, the standard turn-around timeline for new programs of study which require expanding an institution's scope of accreditation as the result of a substantive change is 60 – 75 days. **Please plan your program start dates accordingly.**

Impact to New Program Application and Required Documentation

The New Program Application and key required documents have been revised to include documents required when it is determined to be a substantive change to the institution's current scope of accreditation. In addition, the academic credit analysis (ACA) has been revised to include a worksheet for determining if the new program is out-of-scope within the institution's grouping. This worksheet is required of all new programs submitted after December 1, 2013. Staff may require a campus to complete this worksheet if an ACA is submitted prior to December 1, 2013 using a previous version.

Impact to On-Site Visits Required as a Result of Substantive Change

The new program visit procedures have also been revised. Visits will no longer be required before "final inclusion" is granted by the Council. All new program approvals will recognize that the action is compliant with ACICS standards and is within the institution's scope of accreditation. If the new program was determined to be a substantive change to the institution's scope of accreditation, an expansion to the institution's scope of accreditation, approved by Council, is required before the new program is approved. Consequently, ACICS will no longer require visits prior to final inclusion. However, ACICS will continue to monitor campuses that initiate new programs of study. These monitoring visits will be referred to as **Quality Assurance Monitoring (QAM)** visits. The previous New Program visit required when a program is out-of-

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018859



scope will become a Quality Assurance Monitoring visit – for Out-of-Scope (QAM-OS); the previous Readiness Visit and Credential Inclusion Visits when a program is at a higher credential level will become a Quality Assurance Monitoring visit – for Higher Credential level (QAM-RV and QAM-HC); and finally, the previous Distance Education Inclusion visit when an institution is approved to offer distance education for the first time will become a Quality Assurance Monitoring visit – for Distance Education (QAM-DE). The scope of the QAM visits will be similar to the previous NP, RV and CI visits.

In addition to quality assurance monitoring visits required following a substantive change to an **institution's** scope of accreditation, the same QAM visit may be required if the new program of study is at a **higher credential level at that campus**, or **significantly different from other program offerings at that campus**, or being delivered through a **different delivery method than currently offered at that campus**.

Impact to Approval Letters

When a new program of study is determined to be **within the institution and the campus' scope of accreditation**, the campus will receive a new program approval letter. No further action will be required. The new program will be included in the campus' program listing and reviewed during future renewal of accreditation visits.

When a new program of study is determined to be **within the institution's scope of accreditation but not within the campus' scope of accreditation**, the campus will receive a new program approval letter. **In addition**, the campus initiating the new program of study will receive a letter informing the campus of the requirement to host a **quality assurance monitoring (QAM)** visit and will include visit schedule details.

When a new program of study is determined to be a **substantive change to the institution's current scope of accreditation**, the campus will receive a Council approval letter expanding the institution's scope of accreditation to include the substantive change. This approval letter will be sent to the campus initiating the new program of study with a copy to the main campus and will include the requirement for a **quality assurance monitoring (QAM)** visit with visit schedule details. **In addition**, the campus will receive a new program approval letter.

Please contact Ms. Linda Lundberg at llundberg@acics.org or Ms. Susan Greer at sgreer@acics.org if you have any questions regarding the revisions to new programs of study procedures.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 3/13/2014 4:28:07 PM -0400
To: ACICSINFO@[b](6) jsohonie@[b](6)
Subject: 000239290 Le Cordon Bleu College of Culinary Arts PSD change

Dear Ms. Sohonie,

We have received your proposed start change letter dated March 4, 2014 and will respond accordingly. Please note that substantive changes do not require a start date change.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.6790 - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/13/2015 3:57:32 PM -0400
To: 'acicsinfo@[b](6)'; 'lsands@[b](6)'
Subject: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

The catalog addendum must at a minimum include sections 10 & 11 of Appendix C in the Accreditation Criteria. A catalog task has been opened.

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 10/26/2015 1:21:45 PM -0400
To: 'etest@'(b)(6)
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston App 65638

Dear Mr. Mr. Earle:

Thank you for your inquiry. We are at a 60+ day turnaround time for new program applications are working to get through the queue as rapidly as possible.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 12/15/2015 10:44:43 AM -0500
To: 'acicsinfo@[b](6)'; Earle Test (ETest@[b](6))
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston App 65638
Additional Information Needed

Dear Mr. Test,

After reviewing documentation in your school's new program applications referenced above, we find that we need additional information. The information needed is as follows:

- The applications requires a revised proposed start date.
 - Q15 requires a response in the Maximum field.
 - LCBC100 course code is written as LCBC101 in the narrative.

LCBK212 course title in the narrative and catalog course descriptions doesn't match the ACA.

- LCBC125, LCBK112 & LCBK122 prerequisites in the catalog and syllabi don't match.
 - LCBK102, LCBK222, LCBK250, LCBK255 & MTH122 descriptions in the catalog and syllabi don't match.
- Please provide the practicum evaluation form.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 2/26/2014 5:08:12 PM -0500
To: acicsinfo@[b](6)
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Good afternoon,

In reviewing applications for your school, I find that applications for two new programs were opened on February 7, 2014. The applications identified above were found void of any documentation.

We are trying to keep within our internal turnaround time of 30 days from the date of purchase of a new program application and would therefore appreciate your responding to this email to let us know whether you plan to upload documents to these applications. Thank you for your assistance.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.[b](6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Linda Lundberg <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/F2091DB16FF84DF9A3AD70AEABBAFCF4-LLUNDBERG>
Sent: 10/26/2015 1:00:44 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: 00048109 Le Cordon Bleu College of Culinary Arts NP Application (65638) Status

Hi Cathy,

Mr. Earle Test of Le Cordon Bleu College of Culinary Arts in Cambridge, MA, called to ask about the NP application they had submitted in August. The member center seems to indicate the documentation was uploaded on August 20.

Could you please e-mail him at [etest@\[b\]\(6\)](mailto:etest@[b](6)) to give him an idea of where the application is in the queue?

Sorry to give you another one.

Regards,

Linda J. Lundberg

Accreditation Content Editor

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.[b](6) - p | 202.842.2593 - f

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way.

Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 8/22/2013 4:49:16 PM -0400
To: acicsinfo@[b](6); lsands@[b](6)
CC: Susan Greer <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/c539aa149ae54c71a8d2bc2d86525db6-sgreer>
Subject: 00048157 App 53376 Le Cordon Bleu Patisserie and Baking (OA) New Program Application Approval
Attachments: 00048157, App 53376, Le Cordon Bleu Patisserie and Baking (OA).pdf

Dear Mr. Sands:

Attached is your school's approval letter for the new program application referenced above. Please contact me if you have questions concerning the approval.

Best regards,

Cathy Kouko

Program Analyst I

ACICS| Accrediting Council for Independent Colleges & Schools

750 First Street NE, Suite 980

Washington, DC 20002

T: 202.336.[b](6)

F: 202.842.2593

www.acics.org



August 22, 2013

Sent Via Email Only

Mr. Lachlan Sands
 President
 Le Cordon Bleu College of Culinary Arts
 1451 Center Crossing Road
 Las Vegas, NV 89144
[acicsinfo@\[REDACTED\]](mailto:acicsinfo@[REDACTED])
[lsands@\[REDACTED\]](mailto:lsands@[REDACTED])

**SUBJECT: New Program Approval
 In Scope
 ACICS ID: 00048157 / Application ID: 53376**

Dear Mr. Sands:

On August 22, 2013, the institution completed submission of a new program application and required documentation for Council review. The material was reviewed and the Council determined the activity is in keeping with the mission of the institution.

Therefore, effective the date of this letter, the program information listed below is considered included within the institution's current grant of accreditation. In addition, the institution is granted approval to advertise, recruit, and enroll students effective this date.

CREDENTIAL LEVEL / Occupational Associate's (A.O.S)

This program is approved to be delivered via **RESIDENTIAL**

CIP:	Program Information	Clock/ Contact Hours:	Program Length (wks):	Unit of Measurement:	Total Credits:
12.0501	Le Cordon Bleu Patisserie and Baking Start Date: August 23, 2013	1,510	84	Quarter Credit	106

Mr. Lachlan Sands
August 22, 2013
New Program Approval
Page 2 of 4

Please review the attached procedures for additional information regarding this program approval and subsequent quality assurance monitoring on the part of the Council.

Let me know if I can assist further.

Sincerely,

Cathy Kouko

Cathy Kouko
Program Analyst I
202-336-(b)(6)



NEW PROGRAM PROCEDURES – PRE and POST APPROVAL

Delivery Method

Institutions are required to include a distance education application or have hosted a distance education visit prior to requesting online delivery on a new program application. Checking <50% or >50% on the application does not award the institution approval to offer programs via online.

Post-Approval Quality Assurance Monitoring

Upon approval, a new program is considered part of the institution's grant of accreditation and is approved to begin advertising, marketing and enrolling students. All programs are required to maintain compliance with ACICS Criteria in order to continue accreditation status. Programs cited for non-compliance will be required to make substantive or non-substantive modifications, as directed by the Council, to bring the program into compliance within a specified period of time.

Programs approved at a higher credential level and those considered to be out-of-scope (not closely related to other disciplines already offered by the institution) or at a higher credential level than currently approved, may be subject to quality assurance monitoring or program reporting as shown below:

- A follow-up visit within six months following the start of the program (**for higher credential level programs**)
- Progress reports for the Council review every six months as specified by the Council (**for higher credential level programs**)
- A follow-up visit following the graduation of the first cohort student group or within 18 months following the start of the program (**for higher credential level and out-of-scope programs**)

NOTE: Actual visit dates will be arranged with the campus administrator by an ACICS Accreditation Coordinator.

Information Verification

Institutions are encouraged to log in to their membership Web page and review the newly approved program to ensure it is entered into the database accurately and reflects the measurements as approved. Log in and select My Accounts>My Accredited Programs. The



program name, clock/contact hours, program length, credits awarded and CIP code should reflect information on the application and approval letter.

Program Start Date

Program start dates are important. An approved program is required to start within one year of the initial proposed start date. If an extension beyond one year is required, the institution must submit a formal request to the Council requesting an extension to the start date. The request must be on the institution's letterhead, state the new proposed start date and include any mitigating circumstances for consideration by the Council. Programs that are not initiated within one year of the proposed start date and that have not been granted an extension will be deemed "expired."

Change of 'University' Designation

If an institution was allowed to use the word 'University' in its name based on an approved graduate degree program(s) and then no longer offers the credential, the Council may require the institution to come in compliance with Standard 2-2-601 within a specified period of time.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/21/2015 3:27:57 PM -0400
To: 'acicsinfo@[b](6)'; 'Isands@[b](6)'
Subject: 00048157 App 62980 Le Cordon Bleu Wine & Beverage (D) New Program Approval
Attachments: 00048157 App 62980 Le Cordon Bleu Wine & Beverage (D).pdf

Dear Mr. Sands:

Attached is your school's approval letter for the new program application referenced above. Please contact me if you have questions concerning the approval.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



April 21, 2015

Sent Via Email Only

Mr. Lachlan Sands
 Campus President
 Le Cordon Bleu College of Culinary Arts
 1451 Center Crossing Road
 Las Vegas, NV 89144
[\(b\)\(6\)](mailto:acicsinfo@(b)(6))
[\(b\)\(6\)](mailto:lsands@(b)(6))

Dear Mr. Sands:

**SUBJECT: New Program Approval
 Application ID: 62980**

The new program application and supporting materials submitted on April 21, 2015, by Le Cordon Bleu College of Culinary Arts, ACICS ID 00048157, was reviewed and determined to be within the institution's stated mission and scope of accreditation. Therefore, effective the date of this letter, the Council has approved the program activity listed below. The institution or campus may begin advertising, recruiting, and enrolling students in the new program effective this date.

DIPLOMA

This program is approved to be delivered via Residential

CIP Code	Program Name	Clock/ Contact Hours	Program Length (wks)	Total Credits	Unit of Measurement
12.0502	Le Cordon Bleu Wine & Beverage	900	48	62	Quarter Credit
The proposed start date is:					September 28, 2015

The institution must initiate new programs of study within one year of the proposed start date, and graduate at least one class per calendar year or within a period not to exceed one and one-half times the standard program length. The institution is required to notify ACICS if the program start date is revised. Any extensions over 12 months from the initial start date will require Council action.

In addition to remaining compliant with ACICS program of study standards, the institution must comply with any applicable Federal student financial aid statutory and regulatory requirements.

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 ● Washington, DC 20002-4223 ● t - 202.336.6780 ● f - 202.842.2593 ● www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018876

Mr. Lachlan Sands
April 21, 2015
New Program Approval
Page 2 of 2

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
Program Analyst I
[ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])
202.336.[REDACTED]

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 8/12/2013 11:01:12 AM -0400
To: acicsinfo@[b](6); lsands@[b](6)
Subject: 00048157 Le Cordon Bleu College of Culinary Arts App 53376 Additional Information Needed

Dear Mr. Sands,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

LCBC 100, LCBC 105, LCBK 102, LCBK 212, LCBK 222, ENG 150 & POL 200 course titles in Syllabi different from ACA and Catalog. I have opened a Syllabi task for you to upload a revised one.

LCBC 122, LCBC 215 & POL 200 course codes not in Syllabi. I have opened a Syllabi task for you to upload a revised one.

LCBK 212 course code in Syllabi different from ACA and Catalog. I have opened a Syllabi task for you to upload a revised one.

Spelling of Viennoiserie (LCBK 112) and Supervision (LCBK 215) incorrect in ACA. . I have opened an ACA task for you to upload a revised one.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best regards,

Cathy Kouko

Program Analyst I

ACICS| Accrediting Council for Independent Colleges & Schools

750 First Street NE, Suite 980

Washington, DC 20002

T: 202.336.[b](6)

F: 202.842.2593

www.acics.org

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 12/9/2015 1:08:36 PM -0500
To: 'acicsinfo@[b](6)'; 'JSmith@[b](6)'
CC: Mario Novo (mnovo@[b](6))
Subject: 00048157 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date
Attachments: 00048157 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date.pdf

Dear Mr. Smith:

Attached is the acknowledgement for your school's proposed start date changes. Due to the change in start date, the QA Monitoring Visit will be rescheduled and a revised notification sent. Please let me know if you have any questions or concerns.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



December 9, 2015

Sent Via Email Only

Mr. Jason Smith
 Campus President
 Le Cordon Bleu College of Culinary Arts
 1451 Center Crossing Road
 Las Vegas, NV 89144
[acicsinfo@\[redacted\]](mailto:acicsinfo@[redacted])
[JSmith@\[redacted\]](mailto:JSmith@[redacted])

Dear Mr. Smith:

SUBJECT: 00048157, Le Cordon Bleu College of Culinary Arts, Las Vegas, NV, BC
Acknowledgement of New Proposed State Date
 Notification Date: December 9, 2015

Thank you for your correspondence notifying the Council that you wish to postpone enrollment in the following program at the above mentioned institution:

<i>CIP Code</i>	<i>NP App ID</i>	<i>Credential Level</i>	<i>Program Name</i>
12.0502	62980	Diploma	Le Cordon Bleu Wine & Beverage

The new proposed start date for enrollment in the program, **May 16, 2016**, has been acknowledged by the Council.

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I

[ckouko@\[redacted\]](mailto:ckouko@[redacted])
 202.336-[redacted]

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 ● Washington, DC 20002-4223 ● t - 202.336.6780 ● f - 202.842.2593 ● www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018882

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 12/9/2015 1:06:10 PM -0500
To: 'acicsinfo@[b](6)'; JSmith@[b](6)
CC: Mario Novo (mnovo@[b](6))
Subject: 00048157 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date
Attachments: 00048157 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date.pdf

Dear Mr. Smith:

Attached is the acknowledgement for your school's proposed start date changes. Please let me know if you have any questions or concerns.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



December 9, 2015

Sent Via Email Only

Mr. Jason Smith
 Campus President
 Le Cordon Bleu College of Culinary Arts
 1451 Center Crossing Road
 Las Vegas, NV 89144
[acicsinfo@\[REDACTED\]](mailto:acicsinfo@[REDACTED])
[JSmith@\[REDACTED\]](mailto:JSmith@[REDACTED])

Dear Mr. Smith:

SUBJECT: 00048157, Le Cordon Bleu College of Culinary Arts, Las Vegas, NV, BC
Acknowledgement of New Proposed State Date
 Notification Date: December 9, 2015

Thank you for your correspondence notifying the Council that you wish to postpone enrollment in the following program at the above mentioned institution:

<i>CIP Code</i>	<i>NP App ID</i>	<i>Credential Level</i>	<i>Program Name</i>
12.0502	62980	Diploma	Le Cordon Bleu Wine & Beverage

The new proposed start date for enrollment in the program, **May 16, 2016**, has been acknowledged by the Council.

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I

[ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])

202.336.[REDACTED]

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 ● Washington, DC 20002-4223 ● t - 202.336.6780 ● f - 202.842.2593 ● www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018885

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/21/2015 3:30:59 PM -0400
To: 'acicsinfo@[b](6)'; 'lsands@[b](6)'
Subject: 00048157, App 62980, Le Cordon Bleu College of Culinary Arts, QA Monitoring Visit Notification and Guidelines
Attachments: 00048157, App 62980, Le Cordon Bleu College of Culinary Arts, QA Monitoring Visit Notification and Guidelines.pdf

Dear Mr. Sands:

Attached is your school's Quality Assurance monitoring visit notification for the new program application referenced above. Please contact me if you have questions concerning the notification.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



April 21, 2015

Sent Via Email Only

Mr. Lachlan Sands
 Campus President
 Le Cordon Bleu College of Culinary Arts
 1451 Center Crossing Road
 Las Vegas, NV 89144
[\(b\)\(6\)](mailto:acicsinfo@(b)(6))
[\(b\)\(6\)](mailto:lsands@(b)(6))

Dear Mr. Sands:

SUBJECT: Quality Assurance Monitoring Visit
 Expanding the scope of programs offered at this campus
 Scheduled Visit: May 2016 – June 2016

On April 21, 2015, the Council approved new programs of study for Le Cordon Bleu College of Culinary Arts, 00048157. The new programs of study activity were determined to be within the institution's current scope of accreditation, and therefore were approved without conditions. An institution is defined as the main and all additional locations.

However, this activity is new to this campus and will require a quality assurance monitoring visit. The scope of the visit is to monitor adherence to ACICS standards with respect to programs of study. The quality assurance monitoring visit is scheduled to take place during the months referenced in the subject field above. The school will be contacted by a staff coordinator approximately 30-60 days prior to the timeframe established for the visit.

If you have any questions regarding the decision for this visit, please contact me at [\(b\)\(6\)](mailto:ckouko@(b)(6))

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I
[\(b\)\(6\)](mailto:ckouko@(b)(6))
 202.336.(b)(6)



Ver. September 2013

EXPANSION OF AN INSTITUTION'S SCOPE OF ACCREDITATION

Effective September 2013, ACICS's review of new programs of study will include determining if the activity is within the institution's current scope of accreditation. An "institution" is defined as a main campus and all additional locations. Therefore, new programs of study determined to be **at a higher credential level** than any program currently approved within the institutional grouping would be considered a substantive change. In addition, programs of study determined to be **significantly different from other program offerings** (out-of-scope) or being delivered through a **different delivery method** (DE) would be considered substantive changes to the institution's current scope of accreditation.

Impact to New Program Approval Turn-Around Timeline

Prior to approval of the new program of study, the institution's scope of accreditation must be expanded to include the substantive change. The action to expand an institution's scope of accreditation requires ACICS Council approval. Therefore, the standard turn-around timeline for new programs of study which require expanding an institution's scope of accreditation as the result of a substantive change is 60 – 75 days. **Please plan your program start dates accordingly.**

Impact to New Program Application and Required Documentation

The New Program Application and key required documents have been revised to include documents required when it is determined to be a substantive change to the institution's current scope of accreditation. In addition, the academic credit analysis (ACA) has been revised to include a worksheet for determining if the new program is out-of-scope within the institution's grouping. This worksheet is required of all new programs submitted after December 1, 2013. Staff may require a campus to complete this worksheet if an ACA is submitted prior to December 1, 2013 using a previous version.

Impact to On-Site Visits Required as a Result of Substantive Change

The new program visit procedures have also been revised. Visits will no longer be required before "final inclusion" is granted by the Council. All new program approvals will recognize that the action is compliant with ACICS standards and is within the institution's scope of accreditation. If the new program was determined to be a substantive change to the institution's scope of accreditation, an expansion to the institution's scope of accreditation, approved by Council, is required before the new program is approved. Consequently, ACICS will no longer require visits prior to final inclusion. However, ACICS will continue to monitor campuses that initiate new programs of study. These monitoring visits will be referred to as **Quality Assurance Monitoring (QAM)** visits. The previous New Program visit required when a program is out-of-

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018889



scope will become a Quality Assurance Monitoring visit – for Out-of-Scope (QAM-OS); the previous Readiness Visit and Credential Inclusion Visits when a program is at a higher credential level will become a Quality Assurance Monitoring visit – for Higher Credential level (QAM-RV and QAM-HC); and finally, the previous Distance Education Inclusion visit when an institution is approved to offer distance education for the first time will become a Quality Assurance Monitoring visit – for Distance Education (QAM-DE). The scope of the QAM visits will be similar to the previous NP, RV and CI visits.

In addition to quality assurance monitoring visits required following a substantive change to an **institution's** scope of accreditation, the same QAM visit may be required if the new program of study is at a **higher credential level at that campus**, or **significantly different from other program offerings at that campus**, or being delivered through a **different delivery method than currently offered at that campus**.

Impact to Approval Letters

When a new program of study is determined to be **within the institution and the campus' scope of accreditation**, the campus will receive a new program approval letter. No further action will be required. The new program will be included in the campus' program listing and reviewed during future renewal of accreditation visits.

When a new program of study is determined to be **within the institution's scope of accreditation but not within the campus' scope of accreditation**, the campus will receive a new program approval letter. **In addition**, the campus initiating the new program of study will receive a letter informing the campus of the requirement to host a **quality assurance monitoring (QAM)** visit and will include visit schedule details.

When a new program of study is determined to be a **substantive change to the institution's current scope of accreditation**, the campus will receive a Council approval letter expanding the institution's scope of accreditation to include the substantive change. This approval letter will be sent to the campus initiating the new program of study with a copy to the main campus and will include the requirement for a **quality assurance monitoring (QAM)** visit with visit schedule details. **In addition**, the campus will receive a new program approval letter.

Please contact Ms. Linda Lundberg at llundberg@acics.org or Ms. Susan Greer at sgreer@acics.org if you have any questions regarding the revisions to new programs of study procedures.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 9/5/2013 2:58:55 PM -0400
To: acicsinfo@[b](6) mweiler@[b](6)
CC: Susan Greer <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/c539aa149ae54c71a8d2bc2d86525db6-sgreer>; joanne.wenzel@[b](6) Leeza.Rifredi@[b](6)
Subject: 00048280 App 53451 Le Cordon Bleu Patisserie and Baking (OA) New Program Application Approval
Attachments: 00048280, App 53451, Le Cordon Bleu Patisserie and Baking (OA).pdf

Dear Mr. Weller:

Attached is your school's approval letter for the new program application referenced above. Please contact me if you have questions concerning the approval.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.[b](6) p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

[REGISTER TODAY!](#)

[ACICS Annual Conference](#)

[November 7-9, 2013](#)

[Sawgrass Marriott Resort | Jacksonville, Florida](#)

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required

by law without the consent of the persons or entities to which this communication is addressed.



September 5, 2013

Sent Via Email Only

Mr. Michael Weller
 Executive Chef, Chief Academic Officer
 Le Cordon Bleu College of Culinary Arts
 350 Rhode Island Street
 San Francisco, CA 94103

[\(b\)\(6\)](mailto:acicsinfo@(b)(6))

[\(b\)\(6\)](mailto:mweller@(b)(6))

**SUBJECT: New Program Approval
 In Scope
 ACICS ID: 00048280 / Application ID: 53451**

Dear Mr. Weller:

On September 5, 2013, the institution completed submission of a new program application and required documentation for Council review. The material was reviewed and the Council determined the activity is in keeping with the mission of the institution.

Therefore, effective the date of this letter, the program information listed below is considered included within the institution's current grant of accreditation. In addition, the institution is granted approval to advertise, recruit, and enroll students effective this date.

CREDENTIAL LEVEL / Occupational Associate's (A.O.S)

This program is approved to be delivered via **RESIDENTIAL**

CIP:	Program Information	Clock/ Contact Hours:	Program Length (wks):	Unit of Measurement:	Total Credits:
12.0501	Le Cordon Bleu Patisserie and Baking Start Date: September 30, 2013	1,540	84	Quarter Credit	109

Mr. Michael Weller
September 5, 2013
New Program Approval
Page 2 of 4

Please review the attached procedures for additional information regarding this program approval and subsequent quality assurance monitoring on the part of the Council.

Let me know if I can assist further.

Sincerely,

Cathy Kouko

Cathy Kouko
Program Analyst I
202-336-(b)(6)

cc.

Joanne Wenzel, Acting Bureau Chief, Department of Consumer Affairs, Bureau for Private Postsecondary Education, [\(b\)\(6\)](mailto:joanne.wenzel@(b)(6))

Leeza Rifredi, Manager, Licensing Unit, Department of Consumer Affairs, Bureau for Private Postsecondary Education, [\(b\)\(6\)](mailto:Leeza.Rifredi@(b)(6))



NEW PROGRAM PROCEDURES – PRE and POST APPROVAL

Delivery Method

Institutions are required to include a distance education application or have hosted a distance education visit prior to requesting online delivery on a new program application. Checking <50% or >50% on the application does not award the institution approval to offer programs via online.

Post-Approval Quality Assurance Monitoring

Upon approval, a new program is considered part of the institution's grant of accreditation and is approved to begin advertising, marketing and enrolling students. All programs are required to maintain compliance with ACICS Criteria in order to continue accreditation status. Programs cited for non-compliance will be required to make substantive or non-substantive modifications, as directed by the Council, to bring the program into compliance within a specified period of time.

Programs approved at a higher credential level and those considered to be out-of-scope (not closely related to other disciplines already offered by the institution) or at a higher credential level than currently approved, may be subject to quality assurance monitoring or program reporting as shown below:

- A follow-up visit within six months following the start of the program (**for higher credential level programs**)
- Progress reports for the Council review every six months as specified by the Council (**for higher credential level programs**)
- A follow-up visit following the graduation of the first cohort student group or within 18 months following the start of the program (**for higher credential level and out-of-scope programs**)

NOTE: Actual visit dates will be arranged with the campus administrator by an ACICS Accreditation Coordinator.

Information Verification

Institutions are encouraged to log in to their membership Web page and review the newly approved program to ensure it is entered into the database accurately and reflects the measurements as approved. Log in and select My Accounts>My Accredited Programs. The



program name, clock/contact hours, program length, credits awarded and CIP code should reflect information on the application and approval letter.

Program Start Date

Program start dates are important. An approved program is required to start within one year of the initial proposed start date. If an extension beyond one year is required, the institution must submit a formal request to the Council requesting an extension to the start date. The request must be on the institution's letterhead, state the new proposed start date and include any mitigating circumstances for consideration by the Council. Programs that are not initiated within one year of the proposed start date and that have not been granted an extension will be deemed "expired."

Change of 'University' Designation

If an institution was allowed to use the word 'University' in its name based on an approved graduate degree program(s) and then no longer offers the credential, the Council may require the institution to come in compliance with Standard 2-2-601 within a specified period of time.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 8/20/2013 9:54:53 AM -0400
To: acicsinfo@[b](6); Michael Weller (MWeller@[b](6))
Subject: 00048280 Le Cordon Bleu App 53451 Additional Information Needed

Dear Chef Weller,

After reviewing documentation in your school's new program applications referenced above, we find that we need additional information. The information needed is as follows:

- LCBK 102 is missing the word Techniques at the end of the course title. I have opened an ACA task for you to upload a revised one.

Thank you for your assistance in providing the additional information needed so that we may complete the review of these applications. Please contact me if you have questions concerning this application.

Best regards,

Cathy Kouko

Program Analyst I

ACICS| Accrediting Council for Independent Colleges & Schools

750 First Street NE, Suite 980

Washington, DC 20002

T: 202.336.6790

F: 202.842.2593

www.acics.org

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 5/12/2015 10:51:59 AM -0400
To: 'acicsinfo@[b](6)'; mmitchell@[b](6)
Subject: 00048561 App 62420 Le Cordon Bleu Wine & Beverage (D) New Program Approval
Attachments: 00048561 App 62420 Le Cordon Bleu Wine & Beverage (D).pdf

Dear Mr. Mitchell:

Attached is your school's approval letter for the new program application referenced above. Please contact me if you have questions concerning the approval.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



May 12, 2015

Sent Via Email Only

Mr. Miles Mitchell
 President
 Le Cordon Bleu College of Culinary Arts in Miami
 3221 Enterprise Way
 Miramar, FL 33025
[acicsinfo@\[REDACTED\]](mailto:acicsinfo@[REDACTED])
[mmitchell@\[REDACTED\]](mailto:mmitchell@[REDACTED])

Dear Mr. Mitchell:

**SUBJECT: New Program Approval
 Application ID: 62420**

The new program application and supporting materials submitted on April 3, 2015, by Le Cordon Bleu College of Culinary Arts in Miami, ACICS ID 00048561, was reviewed and determined to be within the institution's stated mission and scope of accreditation. Therefore, effective the date of this letter, the Council has approved the program activity listed below. The institution or campus may begin advertising, recruiting, and enrolling students in the new program effective this date.

DIPLOMA

This program is approved to be delivered via Residential

CIP Code	Program Name	Clock/ Contact Hours	Program Length (wks)	Total Credits	Unit of Measurement
12.0510	Le Cordon Bleu Wine & Beverage	900	48	62	Quarter Credit
The proposed start date is:					September 28, 2015

The institution must initiate new programs of study within one year of the proposed start date, and graduate at least one class per calendar year or within a period not to exceed one and one-half times the standard program length. The institution is required to notify ACICS if the program start date is revised. Any extensions over 12 months from the initial start date will require Council action.

Mr. Miles Mitchell
May 12, 2015
New Program Approval
Page 2 of 2

In addition to remaining compliant with ACICS program of study standards, the institution must comply with any applicable Federal student financial aid statutory and regulatory requirements.

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
Program Analyst I

[ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])

202.336.[REDACTED]

From: Miles Mitchell <MMitchell@[b](6)>
Sent: 5/11/2015 10:58:13 AM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: 00048561 Le Cordon Bleu College of Culinary Arts App 62420

Good morning Cathy,

Is there any progress update on the approval process for the Wine and Beverage program? Please let me know if there is anything further you require from the campus and thank you for your assistance.

Regards,

Miles

Miles Mitchell M Ed CEC

President

Le Cordon Bleu College of Culinary Arts - Miami

3221 Enterprise Way | Miramar, FL 33025

Office (954) 628-[b](6) | Mobile [b](6) | [mmitchell@\[b\]\(6\)](mailto:mmitchell@[b](6))



From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 3/25/2015 5:23:50 PM -0400
To: 'acicsinfo@[b](6)'; 'mmitchell@[b](6)'
Subject: 00048561 Le Cordon Bleu College of Culinary Arts App 62420 - Additional Information Needed

Dear Mr. Mitchell,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

LCBW135 course title in the catalog course descriptions doesn't match the ACA. A catalog task has been opened.

LCBW110, LCBW155, LCBW170, LCBW210 & LCBW225 total credits in the syllabi don't match the ACA. A syllabi task has been opened.

- LCBW105, LCBW120, LCBW210 & LCBW220 course descriptions in the syllabi don't match the catalog.
- LCBW220 prerequisites in the syllabi don't match the catalog.
- LCBW225 contact hours in the syllabi don't match the catalog.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 9/2/2015 12:08:54 PM -0400
To: 'acicsinfo@[b](6)'; mmitchell@[b](6)
Subject: 00048561 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date
Attachments: 00048561 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date.pdf

Dear Mr. Mitchell:

Attached is the acknowledgement for your school's proposed start date changes. Please let me know if you have any questions or concerns.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



September 2, 2015

Sent Via Email Only

Mr. Miles Mitchell
 Campus President
 Le Cordon Bleu College of Culinary Arts in Miami
 3221 Enterprise Way
 Miramar, FL 33025
[\(b\)\(6\)](mailto:acicsinfo@(b)(6))
[\(b\)\(6\)](mailto:mmitchell@(b)(6))

Dear Mr. Mitchell:

SUBJECT: 00048561, Le Cordon Bleu College of Culinary Arts in Miami, Miramar, FL, BC
Acknowledgement of New Proposed State Date
 Notification Date: August 28, 2015

Thank you for your correspondence notifying the Council that you wish to postpone enrollment in the following program at the above mentioned institution:

<i>CIP Code</i>	<i>NP App ID</i>	<i>Credential Level</i>	<i>Program Name</i>
12.0510	62420	Diploma	Le Cordon Bleu Wine & Beverage

The new proposed start date for enrollment in the program, **January 4, 2016**, has been acknowledged by the Council.

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I
[\(b\)\(6\)](mailto:ckouko@(b)(6))
 202.336.(b)(6)

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 12/15/2015 9:22:16 AM -0500
To: 'acicsinfo@(b)(6)' 'Miles Mitchell' <MMitchell@>
Subject: 00048561 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date 1
Attachments: 00048561 Le Cordon Bleu Wine & Beverage (D)_New Proposed Start Date 1.pdf

Dear Mr. Mitchell:

Attached is the acknowledgement for your school's proposed start date changes. Please be advised that this will move the scheduled quality assurance monitoring visit to January/February 2017. Please let me know if you have any questions or concerns.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



December 15, 2015

Sent Via Email Only

Mr. Miles Mitchell
 Campus President
 Le Cordon Bleu College of Culinary Arts in Miami
 3221 Enterprise Way
 Miramar, FL 33025

[\(b\)\(6\)](mailto:acicsinfo@(b)(6))

[\(b\)\(6\)](mailto:mmitchell@(b)(6))

Dear Mr. Mitchell:

SUBJECT: 00048561, Le Cordon Bleu College of Culinary Arts in Miami, Miramar, FL, BC
Acknowledgement of New Proposed State Date
 Notification Date: December 9, 2015

Thank you for your correspondence notifying the Council that you wish to postpone enrollment in the following program at the above mentioned institution:

<i>CIP Code</i>	<i>NP App ID</i>	<i>Credential Level</i>	<i>Program Name</i>
12.0510	62420	Diploma	Le Cordon Bleu Wine & Beverage

The new proposed start date for enrollment in the program, **May 16, 2016**, has been acknowledged by the Council.

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I

[\(b\)\(6\)](mailto:ckouko@(b)(6))

202.336.(b)(6)

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 ● Washington, DC 20002-4223 ● t - 202.336.6780 ● f - 202.842.2593 ● www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018909

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 5/12/2015 11:11:00 AM -0400
To: 'acicsinfo@[b](6)'; mmitchell@[b](6)
Subject: 00048561, App 62420, Le Cordon Bleu College of Culinary Arts, QA Monitoring Visit Notification and Guidelines
Attachments: 00048561, App 62420, Le Cordon Bleu College of Culinary Arts, QA Monitoring Visit Notification and Guidelines.pdf

Dear Mr. Mitchell:

Attached is your school's Quality Assurance monitoring visit notification for the new program application referenced above. Please contact me if you have questions concerning the notification.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

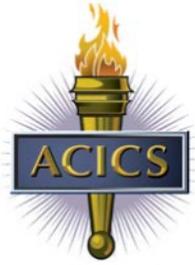
May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.



May 12, 2015

Sent Via Email Only

Mr. Miles Mitchell
 President
 Le Cordon Bleu College of Culinary Arts in Miami
 3221 Enterprise Way
 Miramar, FL 33025
[acicsinfo@\[REDACTED\]](mailto:acicsinfo@[REDACTED])
[mmitchell@\[REDACTED\]](mailto:mmitchell@[REDACTED])

Dear Mr. Mitchell:

SUBJECT: Quality Assurance Monitoring Visit
 Expanding the scope of programs offered at this campus
 Scheduled Visit: January 2016 – February 2016

On May 12, 2015, the Council approved new programs of study for Le Cordon Bleu College of Culinary Arts in Miami, 00048561. The new programs of study activity were determined to be within the institution's current scope of accreditation, and therefore were approved without conditions. An institution is defined as the main and all additional locations.

However, this activity is new to this campus and will require a quality assurance monitoring visit. The scope of the visit is to monitor adherence to ACICS standards with respect to programs of study. The quality assurance monitoring visit is scheduled to take place during the months referenced in the subject field above. The school will be contacted by a staff coordinator approximately 30-60 days prior to the timeframe established for the visit.

If you have any questions regarding the decision for this visit, please contact me at [ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I
[ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])
 202.336.[REDACTED]



Ver. September 2013

EXPANSION OF AN INSTITUTION'S SCOPE OF ACCREDITATION

Effective September 2013, ACICS's review of new programs of study will include determining if the activity is within the institution's current scope of accreditation. An "institution" is defined as a main campus and all additional locations. Therefore, new programs of study determined to be **at a higher credential level** than any program currently approved within the institutional grouping would be considered a substantive change. In addition, programs of study determined to be **significantly different from other program offerings** (out-of-scope) or being delivered through a **different delivery method** (DE) would be considered substantive changes to the institution's current scope of accreditation.

Impact to New Program Approval Turn-Around Timeline

Prior to approval of the new program of study, the institution's scope of accreditation must be expanded to include the substantive change. The action to expand an institution's scope of accreditation requires ACICS Council approval. Therefore, the standard turn-around timeline for new programs of study which require expanding an institution's scope of accreditation as the result of a substantive change is 60 – 75 days. **Please plan your program start dates accordingly.**

Impact to New Program Application and Required Documentation

The New Program Application and key required documents have been revised to include documents required when it is determined to be a substantive change to the institution's current scope of accreditation. In addition, the academic credit analysis (ACA) has been revised to include a worksheet for determining if the new program is out-of-scope within the institution's grouping. This worksheet is required of all new programs submitted after December 1, 2013. Staff may require a campus to complete this worksheet if an ACA is submitted prior to December 1, 2013 using a previous version.

Impact to On-Site Visits Required as a Result of Substantive Change

The new program visit procedures have also been revised. Visits will no longer be required before "final inclusion" is granted by the Council. All new program approvals will recognize that the action is compliant with ACICS standards and is within the institution's scope of accreditation. If the new program was determined to be a substantive change to the institution's scope of accreditation, an expansion to the institution's scope of accreditation, approved by Council, is required before the new program is approved. Consequently, ACICS will no longer require visits prior to final inclusion. However, ACICS will continue to monitor campuses that initiate new programs of study. These monitoring visits will be referred to as **Quality Assurance Monitoring (QAM)** visits. The previous New Program visit required when a program is out-of-

MC = Main Campus; AL = Additional Location (formerly Branch); CA = Campus Addition (formerly Learning Site)

750 First Street, NE, Suite 980 • Washington, DC 20002-4223 • t - 202.336.6780 • f - 202.842.2593 • www.acics.org

ACCREDITING COUNCIL FOR INDEPENDENT COLLEGES AND SCHOOLS

ED00018913



scope will become a Quality Assurance Monitoring visit – for Out-of-Scope (QAM-OS); the previous Readiness Visit and Credential Inclusion Visits when a program is at a higher credential level will become a Quality Assurance Monitoring visit – for Higher Credential level (QAM-RV and QAM-HC); and finally, the previous Distance Education Inclusion visit when an institution is approved to offer distance education for the first time will become a Quality Assurance Monitoring visit – for Distance Education (QAM-DE). The scope of the QAM visits will be similar to the previous NP, RV and CI visits.

In addition to quality assurance monitoring visits required following a substantive change to an **institution's** scope of accreditation, the same QAM visit may be required if the new program of study is at a **higher credential level at that campus**, or **significantly different from other program offerings at that campus**, or being delivered through a **different delivery method than currently offered at that campus**.

Impact to Approval Letters

When a new program of study is determined to be **within the institution and the campus' scope of accreditation**, the campus will receive a new program approval letter. No further action will be required. The new program will be included in the campus' program listing and reviewed during future renewal of accreditation visits.

When a new program of study is determined to be **within the institution's scope of accreditation but not within the campus' scope of accreditation**, the campus will receive a new program approval letter. **In addition**, the campus initiating the new program of study will receive a letter informing the campus of the requirement to host a **quality assurance monitoring (QAM)** visit and will include visit schedule details.

When a new program of study is determined to be a **substantive change to the institution's current scope of accreditation**, the campus will receive a Council approval letter expanding the institution's scope of accreditation to include the substantive change. This approval letter will be sent to the campus initiating the new program of study with a copy to the main campus and will include the requirement for a **quality assurance monitoring (QAM)** visit with visit schedule details. **In addition**, the campus will receive a new program approval letter.

Please contact Ms. Linda Lundberg at llundberg@acics.org or Ms. Susan Greer at sgreer@acics.org if you have any questions regarding the revisions to new programs of study procedures.

From: Terri Jelinek <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/3F3B0DD44EF2404EBD27AA650F3821D0 -TERRI JELIN>
Sent: 9/25/2015 11:48:50 AM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: FW: Le Cordon Bleu Program Notification
Attachments: LCB Orlando_ACICS_Spanish Program Notification_8-5-15JS.doc

Hello! Happy Friday! Yay!

I believe this is just a notification, as the change won't impact the curriculum or program objectives. The school wants to offer their approved program in Spanish. I filed the notification within the program folder, but let me know if you believe we need more or need to approve it. Thanks!

Regards,

Terri

Ms. Terri Jelinek

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.[b](6) p | 202.842.2593 – f

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Michelle Noble [mailto:MNoble@orlando.chefs.edu]
Sent: Thursday, September 24, 2015 4:17 PM
To: Terri Jelinek
Cc: Tirrell Anthony; Michelle Noble; Kathleen Vossenber; Sean Murphy

Subject: Le Cordon Bleu Program Notification

Dear Ms. Jelinek:

Please see the attached program notification for Le Cordon Bleu College of Culinary Arts, Orlando. Do not hesitate to contact us if you have questions. Many thanks.

Chef Michelle C. Noble M. Ed, CCE, ACE, CHE, CHEP

Director of Education Le Cordon Bleu, Orlando

407-313 (b)(6)

“A good teacher is like a candle-it consumes itself to light the way for others”-Mustafa Kemal



LE CORDON BLEU®

Atlanta, GA

Austin, TX

Boston, MA

Chicago, IL

Dallas, TX

Las Vegas, NV

Los Angeles, CA

Miami, FL

Minneapolis/St. Paul, MN

Orlando, FL

Portland, OR

Sacramento, CA

San Francisco, CA

Scottsdale, AZ

Seattle, WA

St. Louis, MO

September 23, 2015

Ms. Terri Jelinek
 Program Analyst I
 Accrediting Council for Independent Colleges and Schools
 750 First Street, NE. Suite 980
 Washington, DC 20002

RE: Le Cordon Bleu College of Culinary Arts
 ACICS ID Code 00019776

Program Notification

Dear Ms. Jelinek:

This letter is to notify the Accrediting Council for Independent Colleges and Schools that Le Cordon Bleu College of Culinary Arts, Orlando will begin offering the Diploma in Le Cordon Bleu Culinary Arts as a bilingual program beginning November 9, 2015. The program being offered in Spanish will not alter the approved program in anyway and the campus will continue to offer this program in English.

If you have any questions or concerns, please reach out to me directly at tanthony@orlando.chefs.edu or (407) 491-0711.

Sincerely,

(b)(6)

Tirrell Anthony
 President
 Le Cordon Bleu College of Culinary Arts

cc: Sean Murphy, Regulatory Operations Consultant
 Jessica Sanders, Director of Regulatory Operations

From: Lachlan Sands <lsands@[b](6)>
Sent: 5/20/2014 5:47:17 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: Gen eds

Hi Cathy,

To follow up on our conversation on Monday, it looks like we will drop Psychology. That still leaves us with the breadth of subject matter we need. I am working on the change form now.

Thanks again,

-Lachlan

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

1451 Center Crossing Rd, Las Vegas NV 89144

Main 702-851-[b](6) | Cell [b](6) | Fax 847-396-8434

[LSANDS@\[b\]\(6\)](mailto:LSANDS@[b](6))



ARE YOU BLEU?



From: Jason Smith <JSmith@[REDACTED]>
Sent: 2/1/2016 5:46:15 PM -0500
To: Cathy Kouko <ckouko@[REDACTED]>
CC: Mario Novo <mnovo@[REDACTED]>
Subject: LCB Las Vegas Wine & Beverage Program
Attachments: 201602011438.pdf

Ms. Kouko,

Please see the attached letter referencing our Wine & Beverage program.

Thank you,

Jason Smith | *Campus President* | **Le Cordon Bleu College of Culinary Arts – Las Vegas**

1451 Center Crossing Rd, Las Vegas NV 89144

Direct 702-851-[REDACTED]

Fax 224-227-1160

[JSmith@\[REDACTED\]](mailto:JSmith@[REDACTED])





LE CORDON BLEU.

Sent via Email only

Atlanta, GA

Austin, TX

Boston, MA

Chicago, IL

Dallas, TX

Las Vegas, NV

Los Angeles, CA

Miami, FL

Minneapolis/St. Paul, MN

Orlando, FL

Portland, OR

Sacramento, CA

San Francisco, CA

Scottsdale, AZ

Seattle, WA

St. Louis, MO

February 1, 2016

Ms. Cathy Kouko
 Program Analyst I
 Accrediting Council for Independent Colleges and Schools
 750 First Street, NE, Suite 980
 Washington, DC 20002-4223

RE: Wine and Beverage Program - Le Cordon Bleu College of Culinary Arts, Las Vegas, NV (00048157)

Dear Ms. Kouko,

On December 9, 2015, Le Cordon Bleu College of Culinary Arts in Las Vegas ("LCB") received approval for an extension of a revised program start date of May 16, 2016. As LCB notified ACICS in December 2015, LCB in partnership with its parent corporation, Career Education Corporation, has decided to discontinue operations at the campus. LCB informed faculty, employees, and students on Wednesday, December 16, 2015.

As a result of this decision, LCB is no longer engaged in recruitment activities and will no longer use advertising or promotional materials to recruit prospective students. A statement has been added to the website to communicate that LCB is discontinuing operations.

Additionally, LCB Las Vegas will not begin the Diploma in Le Cordon Bleu Wine and Beverage Program as previously intended.

If you have any questions or require further information please contact me directly at [\(b\)\(6\)](mailto:JSmith@(b)(6)) or by phone at (702) 851-(b)(6)

Sincerely,

(b)(6)

Jason Smith
 Campus President

Le Cordon Bleu College of Culinary Arts
 ED00048320

1451 Center Crossing Road Las Vegas, NV 89144 866.450.CHEF (24833) Chefs.edu/Las-Vegas

From: Miles Mitchell <MMitchell@[b](6)>
Sent: 12/9/2015 12:45:16 PM -0500
To: Cathy Kouko <ckouko@[b](6)>
Subject: LCB Miramar ACICS Change of Wine and Beverage Program Start Date
Attachments: LCB Miramar_ACICS_Change of WB start date_12-9-15.pdf

Ms. Kouko,

Please see the attached letter.

Regards,

Miles

Miles Mitchell M Ed CEC

President

Le Cordon Bleu College of Culinary Arts - Miami

3221 Enterprise Way | Miramar, FL 33025

Office (954) 628-[b](6) Mobile [b](6) | [mmitchell@\[b\]\(6\)](mailto:mmitchell@[b](6))





LE CORDON BLEU®

Atlanta, GA

Austin, TX

Boston, MA

Chicago, IL

Dallas, TX

Las Vegas, NV

Los Angeles, CA

Miami, FL

Minneapolis/St. Paul, MN

Orlando, FL

Portland, OR

Sacramento, CA

San Francisco, CA

Scottsdale, AZ

Seattle, WA

St. Louis, MO

December 9, 2015

Cathy Kouko
 Program Analyst I
 Accrediting Council for Independent Colleges and Schools
 750 First Street, NE Suite 980
 Washington, DC 20002

RE: Le Cordon Bleu College of Culinary Arts – Miramar School #00048561
 Change of Start Date – Certificate in Le Cordon Bleu Wine and Beverage
 Program

Dear Ms. Kouko,

On May 12, 2015 Le Cordon Bleu College of Culinary Arts in Miramar, Florida received a new program approval for the Certificate in Le Cordon Bleu Wine and Beverage Program. The campus initially planned on starting this program on September 28, 2015. We request to revise this start date to May 16, 2016 as we have applied with, and are still pending approval from the Department of Education to offer Title IV HEA funds for this program.

If you have any questions or need further information please do not hesitate to contact me directly at (954) 628-4400 or by email at [\(b\)\(6\)](mailto:mmitchell@(b)(6))

Sincerely,

Miles Mitchell

Miles Mitchell
 Campus President

From: Miles Mitchell <MMitchell@ (b)(6) >
Sent: 8/28/2015 10:52:16 AM -0400
To: Cathy Kouko <ckouko@ (b)(6) >
Subject: LCB Miramar_ACICS_Request revise start date WB program_08-27-15
Attachments: LCB Miramar_ACICS_Request revise start date WB program_08-27-15.doc

Cathy,

Please review the attached letter.

Regards,

Miles Mitchell M Ed CEC

President

Le Cordon Bleu College of Culinary Arts - Miami

3221 Enterprise Way | Miramar, FL 33025

Office (954) 628- (b)(6) Mobile (b)(6) [mmitchell@ \(b\)\(6\) >](mailto:mmitchell@ (b)(6) >)





LE CORDON BLEU®

Atlanta, GA

Austin, TX

Boston, MA

Chicago, IL

Dallas, TX

Las Vegas, NV

Los Angeles, CA

Miami, FL

Minneapolis/St. Paul, MN

Orlando, FL

Portland, OR

Sacramento, CA

San Francisco, CA

Scottsdale, AZ

Seattle, WA

St. Louis, MO

August 27, 2015

VIA ELECTRONIC MAIL ([ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED]))

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE Suite 980

Washington, DC 20002

RE: Le Cordon Bleu College of Culinary Arts – Miramar
ACICS ID: 00048561

Change of Start Date

Certificate in Le Cordon Bleu Wine and Beverage Program

Dear Ms. Kouko,

On May 12, 2015, Le Cordon Bleu College of Culinary Arts in Miramar received approval for the Certificate in Le Cordon Bleu Wine and Beverage program. The campus initially planned on starting this program September 28, 2015. We request to revise this start date to January 4, 2016 as we have applied with and are still pending approval from the Department of Education to offer Title IV HEA funds for this program.

If you have any questions or need further information please do not hesitate to contact me directly at (954) 628-[REDACTED] or by email at

[mmitchell@\[REDACTED\]](mailto:mmitchell@[REDACTED])

Sincerely,

Miles Mitchell

Miles Mitchell

Campus President

From: Mario Novo <(b)(6)@careered.com>
Sent: 6/16/2015 5:30:54 PM -0400
To: Cathy Kouko <(b)(6)@acics.org>
Subject: LCB Portland - MC 00038375 RALM Report 2013

Hi Ms. Kouko

I was hoping you could help me once again with my search for a copy of the Reclassification to Main campus report for LCB Portland, MC 00038375. The visit was conducted in January, 2013 by Ms. Jennifer Newman.

I have the approval letter but was hoping to also have a copy of the report. Are you able to assist me by providing me a copy?

Thank you very much!

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414.(b)(6) Fax 847.396.8998 | Mobile (b)(6)



From: Michael Giacomini <MGiacomini@(b)(6)>
Sent: 5/18/2015 5:04:57 PM -0400
To: Cathy Kouko <ckouko@(b)(6)>
CC: Mario Novo <mnovo@(b)(6)>
Subject: Le Cordon Bleu Change in Start Date
Attachments: LCB Los Angeles_ACICS_W&B change start date_5-15-15.pdf

Ms. Kouko,

Please see our attached request to change the start date for our recently approved Wine and Beverage Program.

Thanks,

Mike

Mike Giacomini CPA, MBA | President

Le Cordon Bleu College of Culinary Arts | Los Angeles

530 East Colorado Blvd | Pasadena, CA 91101

Office 626.204.(b)(6) Cell (b)(6)

Fax 866.439.2848

www.chefs.edu/Los-Angeles

Join our [Le Cordon Bleu](#) Community!



-

Vision: Le Cordon Bleu will be the premier source of professionals for the Culinary and Hospitality Industries





LE CORDON BLEU®

May 15, 2015

Atlanta, GA

Austin, TX

Boston, MA

Chicago, IL

Dallas, TX

Las Vegas, NV

Los Angeles, CA

Miami, FL

Minneapolis/St. Paul, MN

Orlando, FL

Pittsburgh, PA

Portland, OR

Sacramento, CA

San Francisco, CA

Scottsdale, AZ

Seattle, WA

St. Louis, MO

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE Suite 980
Washington, DC 20002

RE: Le Cordon Bleu College of Culinary Arts – Los Angeles ACICS
ID: 00019019

Change of Start Date – Certificate in Le Cordon Bleu Wine
and Beverage Program

Dear Ms. Kouko

Le Cordon Bleu College of Culinary Arts in Los Angeles has recently received new program approval for the Certificate in Le Cordon Bleu Wine and Beverage Program. We are requesting to revise the proposed start date from April 6, 2015 to July 6, 2015.

If you have any questions or need further information please do not hesitate to contact me directly at (626) 204-(b)(6) or by email at [\(b\)\(6\)](mailto:MGiacomini@(b)(6))

Sincerely,

(b)(6)

Mike Giacomini
Campus President

Le Cordon Bleu College of Culinary Arts

Pasadena campus: 521 East Green Street | Pasadena, CA 91101 | [T] 626.229.1300 | 888.900.CHEF [2433] | [F] 626.585.0486

Hollywood campus: 6370 West Sunset Boulevard | Hollywood, CA 90028 | [T] 866.275.9990 | [F] 323.460.4198

Chefs.edu/Los-Angeles

From: Linda Lundberg <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/F2091DB16FF84DF9A3AD70AEABBAFCF4-LLUNDBERG>
Sent: 8/16/2013 12:08:29 PM -0400
To: Cathy Kouko <ckouko@(b)(6)>
Subject: New Program Applications to Review

Cathy,

Thank you for being willing to review the following new program applications:

School ID	School and Location	App IDs
00027067	Westwood College – Anaheim, CA	53417
00027062	Westwood College – Denver North, CO	53418
00027058	Westwood College – Annandale, VA	53419
00027060	Westwood College – Arlington Ballston, VA	53420
00048280	Le Cordon Bleu College of Culinary Arts, San Francisco, CA	53451
00011238	National College- Lexington, KY	53452
00010250	National College- Louisville, KY	53453

I hope you enjoy a change of pace from ITT and Anthem!

Linda

Linda J. Lundberg

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street NE, Suite 980

Washington DC 20002

T 202.336 (b)(6)

www.acics.org

From: Lachlan Sands <lsands@[b](6)>
Sent: 7/18/2015 5:38:59 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
CC: Mario Novo <mnovo@[b](6)>
Subject: Notification of revised program start date
Attachments: LCB Los Angeles_ACICS_Request revise start date WB program_07-18-15.pdf

Hello Ms. Kouko,

Please find attached a notification of a revised program start date for the Certificate in Le Cordon Bleu Wine and Beverage program. This is for the Le Cordon Bleu Los Angeles Campus (00019019). The LA campus recently lost their president and while the job search is taking place I am serving as interim president. We were unsure if the previous president sent in a notification, so I am sending it just in case he didn't.

Thanks as always,

-Lachlan

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

1451 Center Crossing Rd, Las Vegas NV 89144

Main 702-851-[b](6) Cell [b](6) | Fax 847-396-8434

LSANDS@vegas.chefs.edu



ARE YOU BLEU?





LE CORDON BLEU

June 18, 2015

Atlanta, GA

Austin, TX

Boston, MA

Chicago, IL

Dallas, TX

Las Vegas, NV

Los Angeles, CA

Miami, FL

Minneapolis/St. Paul, MN

Orlando, FL

Portland, OR

Sacramento, CA

San Francisco, CA

Scottsdale, AZ

Seattle, WA

St. Louis, MO

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE Suite 980
Washington, DC 20002

RE: Le Cordon Bleu College of Culinary Arts – Los Angeles
ACICS ID:00019019
Change of Start Date – Certificate in Le Cordon Bleu
Wine and Beverage Program

Dear Ms. Kouko

Le Cordon Bleu College of Culinary Arts in Los Angeles has recently received approval for a change in start date for the Certificate in Le Cordon Bleu Wine and Beverage Program to July 6, 2015. We are requesting to revise this start date from July 6, 2015 to November 9, 2015.

If you have any questions or need further information please do not hesitate to contact me directly at (626) 204-(b)(6) or by email at [\(b\)\(6\)](mailto:LSANDS@(b)(6))

Sincerely,

(b)(6)

Lachlan Sands
Interim Campus President

Le Cordon Bleu College of Culinary Arts

Pasadena campus: 530 East Colorado Blvd. | Pasadena, CA 91101

[T] 626.229.1300 | 888.900.CHEF [2433] | [F] 866.689.5021

Chefs.edu/Los-Angeles

ED00018931



March 13, 2014

Sent Via Email Only

Ms. Jennifer Sohonie
 Director of Education
 Le Cordon Bleu College of Culinary Arts
 360 Corporate Drive North,
 Tukwila, WA 98188
[ACICSINFO@\[REDACTED\]](mailto:ACICSINFO@[REDACTED])
[jsohonia@\[REDACTED\]](mailto:jsohonia@[REDACTED])

00023929, Le Cordon Bleu College of Culinary Arts, Seattle, AL
Acknowledgement of New Proposed State Date
 Notification Date: March 4, 2014

Dear Ms. Sohonie:

Thank you for your correspondence notifying the Council that you wish to postpone enrollment in the following programs at the above mentioned institution:

<i>Credential Level</i>	<i>Program Name</i>
Academic Associates	Le Cordon Bleu Culinary Arts
Academic Associates	Le Cordon Bleu Patisserie And Baking

The new proposed start date for enrollment in the programs of April 7, 2014, has been acknowledged by the Council.

Thank you for keeping the Council informed of the activities at your institution.

Sincerely,

Cathy Kouko

Cathy Kouko
 Program Analyst I

[ckouko@\[REDACTED\]](mailto:ckouko@[REDACTED])
 202.336.[REDACTED]

From: Mario Novo <mnovo@[b](6)>
Sent: 3/13/2015 11:06:49 AM -0400
To: Cathy Kouko <ckouko@[b](6)>
CC: Michael Giacomini <MGiacomini@[b](6)>; Jeffrey Coker <JCoker@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed
Attachments: Coker Vita 3.2015.pdf

Hi Cathy

The LBMA certificate has been uploaded to the new program application 61988 for LCB Los Angeles.

Thank you

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Friday, March 13, 2015 6:01 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [mailto:mnovo@(b)(6)]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414.(b)(6) | Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Mario Novo <mnovo@[b](6)>
Sent: 3/27/2015 12:18:07 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

Would the school list the courses the instructor are currently teaching, or those they are qualified to teach in the new program? Obviously since it has not started yet they are not teaching them, and they do not always teach just the current wine course in the AOS programs. Just curious what you would need to see.

Thank you again.

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Tuesday, March 24, 2015 11:03 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [mailto:mnovo@(b)(6)]
Sent: Tuesday, March 24, 2015 1:23 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@(b)(6)]

Sent: Friday, March 13, 2015 6:01 AM

To: Mario Novo

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.6790 | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414.(b)(6) Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 3/27/2015 12:40:39 PM -0400
To: 'Mario Novo' <mnovo@(b)(6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for your email. We would need the courses that the faculty member is qualified to teach in the new program.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [mailto:mnovo@(b)(6)]
Sent: Friday, March 27, 2015 12:18 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

Would the school list the courses the instructor are currently teaching, or those they are qualified to teach in the new program? Obviously since it has not started yet they are not teaching them, and they do not always teach just the current wine course in the AOS programs. Just curious what you would need to see.

Thank you again.

Chef Mario Novo |Regulatory Operations Consultant

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@(b)(6)]
Sent: Tuesday, March 24, 2015 11:03 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[@\[b\]\(6\)](mailto:mnovo@[b](6))]
Sent: Tuesday, March 24, 2015 1:23 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty

and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo |*Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo |*Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, March 13, 2015 6:01 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[mailto:mnovo@\[b\]\(6\)@](mailto:mnovo@[b](6)@)]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct | 503..414 (b)(6) Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336 (b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Mario Novo <mnovo@[b](6)>
Sent: 4/2/2015 1:57:07 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

We've uploaded the Faculty Data Sheets to the task.

Please let me know if there is anything else we can provide.

Thank you!

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Wednesday, April 01, 2015 2:21 PM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Yes, you may submit the faculty data sheet.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Wednesday, April 01, 2015 5:17 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

Would a copy of their current ACICS Data sheet suffice, or would you like these particular forms completed?

Thank you

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Wednesday, April 01, 2015 2:04 PM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for the revisions. One more is needed as follows:

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Wednesday, April 01, 2015 10:43 AM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms.Kouko,

I apologize for the delay. All requested documents have been uploaded to the LCB Los Angeles member portal for application 61988. If you have any questions please do not hesitate to contact me.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*
Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, March 27, 2015 9:41 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for your email. We would need the courses that the faculty member is qualified to teach in the new program.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Friday, March 27, 2015 12:18 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

Would the school list the courses the instructor are currently teaching, or those they are qualified to teach in the new program? Obviously since it has not started yet they are not teaching them, and they do not always teach just the current wine course in the AOS programs. Just curious what you would need to see.

Thank you again.

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Tuesday, March 24, 2015 11:03 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required

by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Tuesday, March 24, 2015 1:23 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*
Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [<mailto:ckouko@>(b)(6)]
Sent: Friday, March 13, 2015 6:01 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[mailto:mnovo@\[b\]\(6\)@](mailto:mnovo@[b](6)@)]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414 (b)(6) | Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/1/2015 5:20:18 PM -0400
To: 'Mario Novo' <mnovo@(b)(6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Yes, you may submit the faculty data sheet.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [mailto:mnovo@[b](6)]
Sent: Wednesday, April 01, 2015 5:17 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

Would a copy of their current ACICS Data sheet suffice, or would you like these particular forms completed?

Thank you

Chef Mario Novo |*Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Wednesday, April 01, 2015 2:04 PM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional

Information Needed

Dear Mr. Novo,

Thank you for the revisions. One more is needed as follows:

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Wednesday, April 01, 2015 10:43 AM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms.Kouko,

I apologize for the delay. All requested documents have been uploaded to the LCB Los Angeles member portal for application 61988. If you have any questions please do not hesitate to contact me.

Mario

Chef Mario Novo |*Regulatory Operations Consultant*
Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]

Sent: Friday, March 27, 2015 9:41 AM

To: Mario Novo

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for your email. We would need the courses that the faculty member is qualified to teach in the new program.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Friday, March 27, 2015 12:18 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

Would the school list the courses the instructor are currently teaching, or those they are qualified to teach in the new program? Obviously since it has not started yet they are not teaching them, and they do not always teach just the current wine course in the AOS programs. Just curious what you would need to see.

Thank you again.

Chef Mario Novo |*Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Tuesday, March 24, 2015 11:03 AM

To: Mario Novo

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[mailto:mnovo@\[b\]\(6\)@](mailto:mnovo@[b](6)@)]
Sent: Tuesday, March 24, 2015 1:23 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(mailto:ckouko@\(b\)\(6\)\)](mailto:ckouko@(b)(6))]
Sent: Friday, March 13, 2015 6:01 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional

Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA).

In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct | 503..414. (b)(6) | Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced

above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Mario Novo <mnovo@[b](6)>
Sent: 4/1/2015 5:17:26 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

Would a copy of their current ACICS Data sheet suffice, or would you like these particular forms completed?

Thank you

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Wednesday, April 01, 2015 2:04 PM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for the revisions. One more is needed as follows:

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Wednesday, April 01, 2015 10:43 AM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms.Kouko,

I apologize for the delay. All requested documents have been uploaded to the LCB Los Angeles member portal for application 61988. If you have any questions please do not hesitate to contact me.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*
Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, March 27, 2015 9:41 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for your email. We would need the courses that the faculty member is qualified to teach in the new program.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Friday, March 27, 2015 12:18 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

Would the school list the courses the instructor are currently teaching, or those they are qualified to teach in the new program? Obviously since it has not started yet they are not teaching them, and they do not always teach just the current wine course in the AOS programs. Just curious what you would need to see.

Thank you again.

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Tuesday, March 24, 2015 11:03 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Tuesday, March 24, 2015 1:23 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, March 13, 2015 6:01 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414.(b)(6) | Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Mario Novo <mnovo@[b](6)>
Sent: 4/9/2015 12:19:27 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Kouko

The campus will be submitting a request to change the program start date today. Is it sufficient to send the letter attached to an email or do you prefer it sent Fed Ex?

Thank you

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Wednesday, April 01, 2015 2:21 PM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Yes, you may submit the faculty data sheet.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.6790 | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Wednesday, April 01, 2015 5:17 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional

Information Needed

Hi Ms. Kouko

Would a copy of their current ACICS Data sheet suffice, or would you like these particular forms completed?

Thank you

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Wednesday, April 01, 2015 2:04 PM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for the revisions. One more is needed as follows:

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Wednesday, April 01, 2015 10:43 AM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional

Information Needed

Good morning Ms.Kouko,

I apologize for the delay. All requested documents have been uploaded to the LCB Los Angeles member portal for application 61988. If you have any questions please do not hesitate to contact me.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, March 27, 2015 9:41 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for your email. We would need the courses that the faculty member is qualified to teach in the new program.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Friday, March 27, 2015 12:18 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional

Information Needed

Hi Cathy

Would the school list the courses the instructor are currently teaching, or those they are qualified to teach in the new program? Obviously since it has not started yet they are not teaching them, and they do not always teach just the current wine course in the AOS programs. Just curious what you would need to see.

Thank you again.

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Tuesday, March 24, 2015 11:03 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [<mailto:mnovo@careered.com>]

Sent: Tuesday, March 24, 2015 1:23 PM

To: Cathy Kouko

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo

Sent: Friday, March 13, 2015 8:02 AM

To: 'Cathy Kouko'

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]

Sent: Friday, March 13, 2015 6:01 AM

To: Mario Novo

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[mailto:mnovo@\[b\]\(6\)@](mailto:mnovo@[b](6)@)]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414.8347 | Fax 847.396.8998 | Mobile 626.394.8163



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Mario Novo <mnovo@[b](6)>
Sent: 3/12/2015 4:40:34 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414-[b](6) Fax 847.396.8998 | Mobile [b](6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that

we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 3/13/2015 1:27:51 PM -0400
To: 'Mario Novo' <mnovo@[REDACTED]>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for the fast response. Additional Information still needed is as follows:

Please upload the faculty staff summary.

LCBW135 course title in the catalog course descriptions doesn't match the ACA. A catalog task has been opened.

LCBW105, LCBW210 & LCBW220 course descriptions in the syllabi don't match the catalog. A syllabi task has been opened.

- LCBW220 prerequisites in the syllabi don't match the catalog.
- LCBW110, LCBW155, LCBW170, LCBW210 & LCBW225 total credits in the syllabi don't match the ACA.
- LCBW225 contact hours in the syllabi don't match the catalog.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[REDACTED] (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [mailto:mnovo@(b)(6)]
Sent: Friday, March 13, 2015 11:02 AM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@(b)(6)]
Sent: Friday, March 13, 2015 6:01 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct | 503..414.(b)(6) | Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Mario Novo <mnovo@[b](6)>
Sent: 4/1/2015 10:42:44 AM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms.Kouko,

I apologize for the delay. All requested documents have been uploaded to the LCB Los Angeles member portal for application 61988. If you have any questions please do not hesitate to contact me.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Friday, March 27, 2015 9:41 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Thank you for your email. We would need the courses that the faculty member is qualified to teach in the new program.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]

Sent: Friday, March 27, 2015 12:18 PM

To: Cathy Kouko

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

Would the school list the courses the instructor are currently teaching, or those they are qualified to teach in the new program? Obviously since it has not started yet they are not teaching them, and they do not always teach just the current wine course in the AOS programs. Just curious what you would need to see.

Thank you again.

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]

Sent: Tuesday, March 24, 2015 11:03 AM

To: Mario Novo

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [mailto:mnovo@(b)(6)]
Sent: Tuesday, March 24, 2015 1:23 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@(b)(6)]

Sent: Friday, March 13, 2015 6:01 AM

To: Mario Novo

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [<mailto:mnovoc@>(b)(6)]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414.(b)(6) Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.6790 | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Mario Novo <mnovo@[b](6)>
Sent: 3/24/2015 1:23:05 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[mailto:ckouko@\[b\]\(6\)](mailto:ckouko@[b](6))]
Sent: Friday, March 13, 2015 6:01 AM

To: Mario Novo

Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovo@(b)(6))]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414 (b)(6) Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336 (b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 3/24/2015 2:02:44 PM -0400
To: 'Mario Novo' <mnovo@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [mailto:mnovo@(b)(6)]
Sent: Tuesday, March 24, 2015 1:23 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty

and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo |*Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo |*Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\]
Sent: Friday, March 13, 2015 6:01 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed](mailto:ckouko@[b](6))

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[mailto:mnovo@\[b\]\(6\)@](mailto:mnovo@[b](6)@)]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414 (b)(6) | Fax 847.396.8998 | Mobile (b)(6)



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Mario Novo <mnovo@[b](6)>
Sent: 3/24/2015 2:31:55 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you!

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Tuesday, March 24, 2015 11:03 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Dear Mr. Novo,

Two options are acceptable, if no current faculty is available to teach in this program, upload a statement to that effect; if staff is currently available to teach in the program, upload their information in the faculty staff summary template provided online.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [[\(b\)\(6\)](mailto:mnovoc@(b)(6))]
Sent: Tuesday, March 24, 2015 1:23 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Cathy

You also requested a Faculty and Staff Summary. Did you want only current instructors that could possibly teach in the proposed program, or all current faculty and staff? They have not hired any instructors for this yet, but there may be 1 or 2 that may be teaching in it once approved.

We will have all of the other documents uploaded very soon, thank you for your patience.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Mario Novo
Sent: Friday, March 13, 2015 8:02 AM
To: 'Cathy Kouko'
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Thank you! We will upload it immediately.

Mario

Chef Mario Novo | *Regulatory Operations Consultant*

Licensing and Accreditation

From: Cathy Kouko [[\(mailto:ckouko@\(b\)\(6\)\)](mailto:ckouko@(b)(6))]
Sent: Friday, March 13, 2015 6:01 AM
To: Mario Novo
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Good morning Ms. Novo,

For California schools, we require the LBMA certificate from BPPE to be uploaded.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mario Novo [mailto:mnovo@(b)(6)]
Sent: Thursday, March 12, 2015 4:41 PM
To: Cathy Kouko
Subject: RE: 00019019 Le Cordon Bleu College of Culinary Arts App 61988 - Additional Information Needed

Hi Ms. Kouko

I left you a voicemail earlier this morning regarding LCB Los Angeles' new program application. The campus is licensed by the Bureau for Private Postsecondary Education (BPPE) in California through Licensure by Means of Accreditation (LBMA). In the event of program changes or new programs, we have applied with ACICS first and then notified the state and completed the required paperwork once approval has been received from ACICS.

In this case we did not send a notification to BPPE informing them of our intent to apply for a new program and were going to wait until we received final approval to notify them. Did you need us to send them a letter of intent, or would our current process be sufficient?

Thank you

Mario

Chef Mario Novo

Regulatory Operations Consultant | Licensing and Accreditation | Le Cordon Bleu

Direct| 503..414.8347 | Fax 847.396.8998 | Mobile 626.394.8163



Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

Dear Mr. Coker,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

- State documentation is required for the review of this application.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Jennifer Sohonie <JSohonie@[b](6)>
Sent: 1/14/2014 11:30:37 AM -0500
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Cathy,

I would like to request an additional space to be opened within our new program applications 56578 and 56579 so that we may upload additional documentation. Thank you for your assistance.

Best regards,

**Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education
Le Cordon Bleu College of Culinary Arts | Seattle**

360 Corporate Drive North | Tukwila, WA 98188

Office 206.268.3925 | Main Campus 206.268.3888

Cell [b](6) | Fax 847.396.8524

[jsohonie@\[b\]\(6\)](mailto:jsohonie@[b](6)) | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Friday, January 10, 2014 9:25 AM
To: ACICS-LCB-Seattle; Jennifer Sohonie
Subject: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

Apps 56578-56579

- The state documentation provided does not include the new program approval. A state task has been opened.
- The lecture lab/hours in the ACA for App 56578 does not match the other

documentation provided. An ACA task has been opened.

- Please explain the discrepancy in total credits awarded between the ACA and application in the narrative below the existing/new course table. For example, use a special character for the courses that have a higher credit hour calculated than awarded and make a note at the bottom explaining the discrepancy. Narrative tasks have been opened.
- Please identify the general education courses in the catalog. Catalog tasks have been opened.
 - Please include the program outline per term in the catalog.
 - LCBC100 is not listed in the course listing for app 56578.
- MTH135 course title in the syllabi doesn't match the other documentation. Syllabi tasks have been opened.
- Please upload the form that the practicum site uses to evaluate the students. Practicum tasks have been opened.
- The transition plan uploaded for app 56579 is the track change version. Please upload a copy without track changes activated.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Jennifer Sohonie <JSohonie@[b](6)>
Sent: 1/17/2014 6:38:22 PM -0500
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Hi Cathy,

We would need 1 additional space for application 56578 as we have an additional document to upload. A syllabus has been revised since we started this process and we would like to ensure that the updated version is included.

Best,

**Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education
Le Cordon Bleu College of Culinary Arts | Seattle**

360 Corporate Drive North | Tukwila, WA 98188

Office 206.268.3925 | Main Campus 206.268.3888

Cell [b](6) | Fax 847.396.8524

[jsohonie@\[b\]\(6\)](mailto:jsohonie@[b](6)) | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Tuesday, January 14, 2014 9:41 AM
To: Jennifer Sohonie
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

All required tasks have been opened. If you are unable to view them please check to make sure you are in compatibility mode if you are using Internet Explorer 10 or 11. If you are still unable to view them please let me know for further IT assistance.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Jennifer Sohonie [[mailto:JSohonie@\(b\)\(6\)](mailto:JSohonie@(b)(6))]
Sent: Tuesday, January 14, 2014 11:31 AM
To: Cathy Kouko
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Cathy,

I would like to request an additional space to be opened within our new program applications 56578 and 56579 so that we may upload additional documentation. Thank you for your assistance.

Best regards,

**Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education
Le Cordon Bleu College of Culinary Arts | Seattle**

360 Corporate Drive North | Tukwila, WA 98188

Office 206.268.(b)(6) | Main Campus 206.268.3888

Cell (b)(6) | Fax 847.396.8524

jsohonie@seattle.chefs.edu | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Cathy Kouko [[mailto:ckouko@\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, January 10, 2014 9:25 AM
To: ACICS-LCB-Seattle; Jennifer Sohonie
Subject: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

Apps 56578-56579

- The state documentation provided does not include the new program approval. A state task has been opened.
- The lecture lab/hours in the ACA for App 56578 does not match the other documentation provided. An ACA task has been opened.
- Please explain the discrepancy in total credits awarded between the ACA and application in the narrative below the existing/new course table. For example, use a special character for the courses that have a higher credit hour calculated than awarded and make a note at the bottom explaining the discrepancy. Narrative tasks have been opened.
- Please identify the general education courses in the catalog. Catalog tasks have been opened.
 - Please include the program outline per term in the catalog.
 - LCBC100 is not listed in the course listing for app 56578.
- MTH135 course title in the syllabi doesn't match the other documentation. Syllabi tasks have been opened.
- Please upload the form that the practicum site uses to evaluate the students. Practicum tasks have been opened.
- The transition plan uploaded for app 56579 is the track change version. Please upload a copy without track changes activated.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Jennifer Sohonie <JSohonie@[b](6)>
Sent: 1/22/2014 4:01:12 PM -0500
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Hi Cathy,

I am following up with the request below. In addition to the Syllabus for College Mathematics MTH 135, we will need to upload another syllabus for Restaurant Rotation 240, thus we will need an additional task open.

Kindest regards,

**Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education
Le Cordon Bleu College of Culinary Arts | Seattle**

360 Corporate Drive North | Tukwila, WA 98188
Office 206.268.3925 | Main Campus 206.268.3888
Cell 206.291.4531 | Fax 847.396.8524

[jsohonie@\[b\]\(6\)](mailto:jsohonie@[b](6)) | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Jennifer Sohonie
Sent: Friday, January 17, 2014 3:38 PM
To: 'Cathy Kouko'
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Hi Cathy,

We would need 1 additional space for application 56578 as we have an additional document to upload. A syllabus has been revised since we started this process and we would like to ensure that the updated version is included.

Best,

**Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education
Le Cordon Bleu College of Culinary Arts | Seattle**

360 Corporate Drive North | Tukwila, WA 98188
Office 206.268.3925 | Main Campus 206.268.3888
Cell (b)(6) Fax 847.396.8524

[\(b\)\(6\)](mailto:jsohnie@(b)(6)) | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Tuesday, January 14, 2014 9:41 AM
To: Jennifer Sohonie
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

All required tasks have been opened. If you are unable to view them please check to make sure you are in compatibility mode if you are using Internet Explorer 10 or 11. If you are still unable to view them please let me know for further IT assistance.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Jennifer Sohonie [[\(b\)\(6\)](mailto:JSohonie@(b)(6))]
Sent: Tuesday, January 14, 2014 11:31 AM
To: Cathy Kouko
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Cathy,

I would like to request an additional space to be opened within our new program applications 56578 and 56579 so that we may upload additional documentation. Thank you for your assistance.

Best regards,

Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education

Le Cordon Bleu College of Culinary Arts | Seattle

360 Corporate Drive North | Tukwila, WA 98188

Office 206.268.(b)(6) | Main Campus 206.268.3888

Cell (b)(6) | Fax 847.396.8524

[\(b\)\(6\)](mailto:jsohonia@(b)(6)) | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]

Sent: Friday, January 10, 2014 9:25 AM

To: ACICS-LCB-Seattle; Jennifer Sohonie

Subject: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

Apps 56578-56579

- The state documentation provided does not include the new program approval. A state task has been opened.
- The lecture lab/hours in the ACA for App 56578 does not match the other documentation provided. An ACA task has been opened.
- Please explain the discrepancy in total credits awarded between the ACA and application in the narrative below the existing/new course table. For example, use a special character for the courses that have a higher credit hour calculated than awarded and make a note at the bottom explaining

the discrepancy. Narrative tasks have been opened.

- Please identify the general education courses in the catalog. Catalog tasks have been opened.
 - Please include the program outline per term in the catalog.
 - LCBC100 is not listed in the course listing for app 56578.
- MTH135 course title in the syllabi doesn't match the other documentation. Syllabi tasks have been opened.
- Please upload the form that the practicum site uses to evaluate the students. Practicum tasks have been opened.
- The transition plan uploaded for app 56579 is the track change version. Please upload a copy without track changes activated.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 1/23/2014 12:24:46 PM -0500
To: Jennifer Sohonie <JSohonie@[b](6)>
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

Thank you for the uploaded revisions. I have opened the syllabi task for App 56578. In addition we still need the following:

Please insert the statement uploaded as ACA (1) for app 56578 in the narrative below the existing/new course table. Indicate which courses have been rounded down. Narrative tasks for both applications have been opened.

LCBC122 lecture/lab hours in the ACA for App 56578 are incorrect. An ACA task has been opened.

Please upload the form that the practicum site uses to evaluate the students. Practicum tasks have been opened.

I called you earlier to clarify the information being requested. Please feel free to return my call at my direct line below.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.[b](6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Jennifer Sohonie [mailto:JSohonie@[b](6)]
Sent: Wednesday, January 22, 2014 4:01 PM

To: Cathy Kouko

Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Hi Cathy,

I am following up with the request below. In addition to the Syllabus for College Mathematics MTH 135, we will need to upload another syllabus for Restaurant Rotation 240, thus we will need an additional task open.

Kindest regards,

Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education

Le Cordon Bleu College of Culinary Arts | Seattle

360 Corporate Drive North | Tukwila, WA 98188

Office 206.268.(b)(6) | Main Campus 206.268.3888

Cell (b)(6) | Fax 847.396.8524

[jsohonie@\(b\)\(6\)](mailto:jsohonie@(b)(6)) | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Jennifer Sohonie

Sent: Friday, January 17, 2014 3:38 PM

To: 'Cathy Kouko'

Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Hi Cathy,

We would need 1 additional space for application 56578 as we have an additional document to upload. A syllabus has been revised since we started this process and we would like to ensure that the updated version is included.

Best,

Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education

Le Cordon Bleu College of Culinary Arts | Seattle

360 Corporate Drive North | Tukwila, WA 98188

Office 206.268.(b)(6) Main Campus 206.268.3888

Cell (b)(6) | Fax 847.396.8524

[\(b\)\(6\)](mailto:jsohonie@(b)(6)) www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Tuesday, January 14, 2014 9:41 AM
To: Jennifer Sohonie
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

All required tasks have been opened. If you are unable to view them please check to make sure you are in compatibility mode if you are using Internet Explorer 10 or 11. If you are still unable to view them please let me know for further IT assistance.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

From: Jennifer Sohonie [[\(b\)\(6\)](mailto:JSohonie@(b)(6))]
Sent: Tuesday, January 14, 2014 11:31 AM
To: Cathy Kouko
Subject: RE: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Cathy,

I would like to request an additional space to be opened within our new program applications 56578 and 56579 so that we may upload additional documentation. Thank you for your assistance.

Best regards,

**Jennifer Sohonie, CEC, CCE, M. Ed. | Director of Education
Le Cordon Bleu College of Culinary Arts | Seattle**

360 Corporate Drive North | Tukwila, WA 98188

Office 206.268.(b)(6) Main Campus 206.268.3888

Cell (b)(6) Fax 847.396.8524

[jsohonie@\(b\)\(6\)@chefs.edu](mailto:jsohonie@(b)(6)@chefs.edu) | www.chefs.edu/seattle

"In all professions without doubt, but certainly in cooking one is a student all his life." - F. Point

From: Cathy Kouko [[mailto:\(b\)\(6\)@acics.org](mailto:(b)(6)@acics.org)]

Sent: Friday, January 10, 2014 9:25 AM

To: ACICS-LCB-Seattle; Jennifer Sohonie

Subject: 00023929 Le Cordon Bleu College of Culinary Arts Apps 56578-56579 Additional Information Needed

Dear Ms. Sohonie,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

Apps 56578-56579

- The state documentation provided does not include the new program approval. A state task has been opened.
- The lecture lab/hours in the ACA for App 56578 does not match the other documentation provided. An ACA task has been opened.
- Please explain the discrepancy in total credits awarded between the ACA and application in the narrative below the existing/new course table. For example, use a special character for the courses that have a higher credit hour calculated than awarded and make a note at the bottom explaining the discrepancy. Narrative tasks have been opened.

- Please identify the general education courses in the catalog. Catalog tasks have been opened.
 - Please include the program outline per term in the catalog.
 - LCBC100 is not listed in the course listing for app 56578.
- MTH135 course title in the syllabi doesn't match the other documentation. Syllabi tasks have been opened.
- Please upload the form that the practicum site uses to evaluate the students. Practicum tasks have been opened.
- The transition plan uploaded for app 56579 is the track change version. Please upload a copy without track changes activated.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | 202.336.(b)(6) - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands <lsands@[b](6)>
Sent: 4/21/2015 2:03:42 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Groan, I should have just uploaded everything. Please open the syllabus task. The catalog revision I uploaded is correct.

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-[b](6) Cell [b](6) | Fax 847-396-8434

LSANDS@vegas.chefs.edu

ARE YOU BLEU?

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Tuesday, April 21, 2015 10:52 AM
To: Lachlan Sands; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

LCBW103/130/145/150/165 course descriptions between the catalog and syllabi don't match; They must be an exact match. Please advise what task/s should be opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [<mailto:lsands@>(b)(6)]
Sent: Monday, April 20, 2015 12:24 PM
To: Cathy Kouko; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Good Morning Ms. Kouko,

I have uploaded the revised catalog description, and syllabi for LCBW110/155/170/210 & 225. I also included LCBW220 so you can ensure the prereqs match the catalog description.

Everything should be in order. Thanks again for your patience,

Warm regards,

Lachlan Sands M.Ed. CCC CCE | President | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) Cell (b)(6) Fax 847-396-8434

[\(b\)\(6\)](mailto:LSANDS@(b)(6))

ARE YOU BLEU?

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, April 17, 2015 2:13 PM
To: Lachlan Sands; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

Thank you for the revisions. Additional information needed is as follows:

LCBW110/155/170/210 &225 total credit hours in the syllabi don't match the ACA. A syllabi task has been opened.

- LCBW 225 contact hours in the syllabi don't match the ACA.
- Several course descriptions between the syllabi and catalog don't match; they must match. Please advise if a catalog task should also be opened.
- LCBW 220prerequisites in the syllabi don't match the catalog.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [[\(b\)\(6\)](mailto:lsands@(b)(6))]
Sent: Wednesday, April 15, 2015 6:29 PM
To: Cathy Kouko; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Hello Ms. Kouko,

I just uploaded the forms. Thanks so much,

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) Cell (b)(6) Fax 847-396-8434

[\(b\)\(6\)](mailto:LSANDS@(b)(6))

ARE YOU BLEU?

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Monday, April 13, 2015 12:58 PM
To: ACICS-LCB-LasVegas; Lachlan Sands
Subject: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

The catalog addendum must at a minimum include sections 10 & 11 of Appendix C

in the Accreditation Criteria. A catalog task has been opened.

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands <lsands@[b](6)>
Sent: 4/15/2015 6:29:08 PM -0400
To: Cathy Kouko <ckouko@[b](6)>; ACICS-LCB-LasVegas <acicsinfo@[b](6)>
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Hello Ms. Kouko,

I just uploaded the forms. Thanks so much,

Lachlan Sands M.Ed. CCC CCE | President | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-[b](6) Cell [b](6) Fax 847-396-8434

[LSANDS@\[b\]\(6\)](mailto:LSANDS@[b](6))

ARE YOU BLEU?

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Monday, April 13, 2015 12:58 PM
To: ACICS-LCB-LasVegas; Lachlan Sands
Subject: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

The catalog addendum must at a minimum include sections 10 & 11 of Appendix C in the Accreditation Criteria. A catalog task has been opened.

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands <lsands@[b](6)>
Sent: 4/21/2015 3:03:02 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Okay. I put all the syllabi in a single file (including the updated ones from yesterday). Then I went through and checked all the descriptions against the catalog I uploaded yesterday. We should be good.

Thanks again for your patience.

Warm regards,

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-[b](6) Cell [b](6) Fax 847-396-8434

LSANDS@vegas.chefs.edu

ARE YOU BLEU?

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Tuesday, April 21, 2015 11:05 AM
To: Lachlan Sands
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

The syllabi task is open ☺

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [<mailto:lsands@vegas.chefs.edu>]

Sent: Tuesday, April 21, 2015 2:04 PM

To: Cathy Kouko

Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional

Information Needed

Groan, I should have just uploaded everything. Please open the syllabus task. The catalog revision I uploaded is correct.

Lachlan Sands M.Ed. CCC CCE | President | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851 (b)(6) | Cell (b)(6) | Fax 847-396-8434

[LSANDS](#) (b)(6)

ARE YOU BLEU?

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Tuesday, April 21, 2015 10:52 AM
To: Lachlan Sands; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

LCBW103/130/145/150/165 course descriptions between the catalog and syllabi don't match; They must be an exact match. Please advise what task/s should be opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336 (b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [[\(b\)\(6\)](mailto:lsands@(b)(6))]

Sent: Monday, April 20, 2015 12:24 PM

To: Cathy Kouko; ACICS-LCB-LasVegas

Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Good Morning Ms. Kouko,

I have uploaded the revised catalog description, and syllabi for LCBW110/155/170/210 & 225. I also included LCBW220 so you can ensure the prereqs match the catalog description.

Everything should be in order. Thanks again for your patience,

Warm regards,

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) Cell (b)(6) | Fax 847-396-8434

LSANDS@vegas.chefs.edu

ARE YOU BLEU?

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, April 17, 2015 2:13 PM
To: Lachlan Sands; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

Thank you for the revisions. Additional information needed is as follows:

LCBW110/155/170/210 &225 total credit hours in the syllabi don't match the ACA. A syllabi task has been opened.

- LCBW 225 contact hours in the syllabi don't match the ACA.
- Several course descriptions between the syllabi and catalog don't match; they must match. Please advise if a catalog task should also be opened.
- LCBW 220prerequisites in the syllabi don't match the catalog.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.6790 | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/21/2015 2:04:05 PM -0400
To: 'Lachlan Sands' <lsands@(b)(6)>
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

The syllabi task is open ☺

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.6790 | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [mailto:lsands@(b)(6)]
Sent: Tuesday, April 21, 2015 2:04 PM
To: Cathy Kouko
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Groan, I should have just uploaded everything. Please open the syllabus task. The catalog revision I uploaded is correct.

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) Cell (b)(6) | Fax 847-396-8434

LSANDS@vegas.chefs.edu

ARE YOU BLEU?

From: Cathy Kouko [mailto:ckouko@(b)(6)]
Sent: Tuesday, April 21, 2015 10:52 AM
To: Lachlan Sands; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

LCBW103/130/145/150/165 course descriptions between the catalog and syllabi don't match; They must be an exact match. Please advise what task/s should be opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE Today!](#)

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [[\(b\)\(6\)](mailto:lsands@(b)(6))]
Sent: Monday, April 20, 2015 12:24 PM
To: Cathy Kouko; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Good Morning Ms. Kouko,

I have uploaded the revised catalog description, and syllabi for LCBW110/155/170/210 & 225. I also included LCBW220 so you can ensure the prereqs match the catalog description.

Everything should be in order. Thanks again for your patience,

Warm regards,

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) | Cell (b)(6) | Fax 847-396-8434

LSANDS@vegas.chefs.edu

ARE YOU BLEU?

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Friday, April 17, 2015 2:13 PM

To: Lachlan Sands; ACICS-LCB-LasVegas

Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

Thank you for the revisions. Additional information needed is as follows:

LCBW110/155/170/210 &225 total credit hours in the syllabi don't match the ACA. A syllabi task has been opened.

- LCBW 225 contact hours in the syllabi don't match the ACA.
- Several course descriptions between the syllabi and catalog don't match; they must match. Please advise if a catalog task should also be opened.
- LCBW 220prerequisites in the syllabi don't match the catalog.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.6790 | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [<mailto:lsands@>(b)(6)]
Sent: Wednesday, April 15, 2015 6:29 PM
To: Cathy Kouko; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Hello Ms. Kouko,

I just uploaded the forms. Thanks so much,

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) Cell (b)(6) | Fax 847-396-8434

[\(b\)\(6\)](mailto:LSANDS@(b)(6))

ARE YOU BLEU?

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Monday, April 13, 2015 12:58 PM
To: ACICS-LCB-LasVegas; Lachlan Sands
Subject: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

The catalog addendum must at a minimum include sections 10 & 11 of Appendix C in the Accreditation Criteria. A catalog task has been opened.

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/21/2015 1:51:16 PM -0400
To: 'Lachlan Sands' <lsands@(b)(6)>; ACICS-LCB-LasVegas <acicsinfo@(b)(6)>
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

LCBW103/130/145/150/165 course descriptions between the catalog and syllabi don't match; They must be an exact match. Please advise what task/s should be opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [mailto:lsands@(b)(6)]
Sent: Monday, April 20, 2015 12:24 PM
To: Cathy Kouko; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Good Morning Ms. Kouko,

I have uploaded the revised catalog description, and syllabi for LCBW110/155/170/210 & 225. I also included LCBW220 so you can ensure the

prereqs match the catalog description.

Everything should be in order. Thanks again for your patience,

Warm regards,

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) | Cell (b)(6) | Fax 847-396-8434

[\(b\)\(6\)](mailto:LSANDS@)

ARE YOU BLEU?

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@)]
Sent: Friday, April 17, 2015 2:13 PM
To: Lachlan Sands; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

Thank you for the revisions. Additional information needed is as follows:

LCBW110/155/170/210 &225 total credit hours in the syllabi don't match the ACA. A syllabi task has been opened.

- LCBW 225 contact hours in the syllabi don't match the ACA.
- Several course descriptions between the syllabi and catalog don't match; they must match. Please advise if a catalog task should also be opened.
- LCBW 220prerequisites in the syllabi don't match the catalog.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) (b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [[\(b\)\(6\)](mailto:lsands@(b)(6))]
Sent: Wednesday, April 15, 2015 6:29 PM
To: Cathy Kouko; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Hello Ms. Kouko,

I just uploaded the forms. Thanks so much,

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) | Cell (b)(6) Fax 847-396-8434

[\(b\)\(6\)](mailto:LSANDS@(b)(6))

ARE YOU BLEU?

From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]
Sent: Monday, April 13, 2015 12:58 PM
To: ACICS-LCB-LasVegas; Lachlan Sands
Subject: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

The catalog addendum must at a minimum include sections 10 & 11 of Appendix C in the Accreditation Criteria. A catalog task has been opened.

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Thank you for your assistance in providing the additional information needed so that

we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) (b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 4/20/2015 11:16:33 AM -0400
To: 'Lachlan Sands' <lsands@[b](6)>
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Good morning,

A catalog task has been opened.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.6790 | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [mailto:lsands@(b)(6)]
Sent: Friday, April 17, 2015 6:07 PM
To: Cathy Kouko
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Ms. Kouko,

I do apologize. I have an updated catalog and updated syllabi. If you would open up the catalog task, I will upload both and all will match.

Thanks and sorry for the inconvenience.

-Lachlan

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-(b)(6) Cell (b)(6) Fax 847-396-8434

[\(b\)\(6\)](mailto:LSANDS@)

ARE YOU BLEU?

From: Cathy Kouko [mailto:ckouko@(b)(6)]
Sent: Friday, April 17, 2015 2:13 PM
To: Lachlan Sands; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

Thank you for the revisions. Additional information needed is as follows:

LCBW110/155/170/210 & 225 total credit hours in the syllabi don't match the ACA. A syllabi task has been opened.

- LCBW 225 contact hours in the syllabi don't match the ACA.
- Several course descriptions between the syllabi and catalog don't match; they must match. Please advise if a catalog task should also be opened.
- LCBW 220 prerequisites in the syllabi don't match the catalog.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.6790 | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands [[\(b\)\(6\)](mailto:lsands@(b)(6))]
Sent: Wednesday, April 15, 2015 6:29 PM
To: Cathy Kouko; ACICS-LCB-LasVegas
Subject: RE: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Hello Ms. Kouko,

I just uploaded the forms. Thanks so much,

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-5333 | Cell 702-763-1974 | Fax 847-396-8434

[LSANDS@\[b\]\(6\)](mailto:LSANDS@[b](6))

ARE YOU BLEU?

From: Cathy Kouko [[mailto:ckouko@\[b\]\(6\)](mailto:ckouko@[b](6))]
Sent: Monday, April 13, 2015 12:58 PM
To: ACICS-LCB-LasVegas; Lachlan Sands
Subject: 00023988 Le Cordon Bleu College of Culinary Arts App 62980 - Additional Information Needed

Dear Mr. Sands,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

The catalog addendum must at a minimum include sections 10 & 11 of Appendix C in the Accreditation Criteria. A catalog task has been opened.

Please fill and upload the faculty form in the New Program Application Applications & Forms. A task has been opened.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336 (b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <ExchangeLabs/Exchange Administrative Group (FYDIBOHF23SPDLT)/Recipients/a1ca839a566947e08cfd6a8e1dac5cf1-Cathy Kouko>
Sent: 12/30/2015 11:13:52 AM -0500
To: 'Earle Test' <ETest@[b](6)>; ACICS-LCB-Boston <acicsinfo@[b](6)>
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston App 65638 Additional Information Needed

Dear Mr. Test,

Thank you for getting back to me. I wish you all the best.

Best Regards,

Cathy Kouko

Accreditation Coordinator

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Earle Test [mailto:ETest@[b](6)]
Sent: Monday, December 21, 2015 8:26 AM
To: Cathy Kouko; ACICS-LCB-Boston

Cc: Earle Test

Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston App 65638 Additional Information Needed

Hi Cathy,

Thank you so much for all of your support. In light of the news this week that Le Cordon Bleu Colleges of Culinary Arts in North America, including the campus in Cambridge, has decided to teach-out currently enrolled students we can withdraw the application for the AAS in Patisserie and Baking new program. We will no longer be enrolling new students.

Please let me know if you need any additional information.

Earle M. Test, MLA, CEC, CCA

Director of Education & Executive Chef

Le Cordon Bleu College of Culinary Arts

215 First Street • Cambridge, MA 02142

Phone: 617.218.(b)(6) • Fax: 847.396.8680

[\(b\)\(6\)](mailto:etest@(b)(6))



From: Cathy Kouko [[\(b\)\(6\)](mailto:ckouko@(b)(6))]

Sent: Tuesday, December 15, 2015 10:46 AM

To: ACICS-LCB-Boston; Earle Test

Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston App 65638 Additional Information Needed

Dear Mr. Test,

After reviewing documentation in your school's new program applications referenced above, we find that we need additional information. The information needed is as follows:

- The applications requires a revised proposed start date.
 - Q15 requires a response in the Maximum field.
 - LCBC100 course code is written as LCBC101 in the narrative.

LCBK212 course title in the narrative and catalog course descriptions doesn't match the ACA.

- LCBC125, LCBK112 & LCBK122 prerequisites in the catalog and syllabi don't match.
 - LCBK102, LCBK222, LCBK250, LCBK255 & MTH122 descriptions in the catalog and syllabi don't match.
- Please provide the practicum evaluation form.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) (b)(6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Earle Test <ETest@[b](6)>
Sent: 12/21/2015 8:25:50 AM -0500
To: Cathy Kouko <ckouko@[b](6)>; ACICS-LCB-Boston
<acicsinfo@[b](6)>
CC: Earle Test <ETest@[b](6)>
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston App
65638 Additional Information Needed

Hi Cathy,

Thank you so much for all of your support. In light of the news this week that Le Cordon Bleu Colleges of Culinary Arts in North America, including the campus in Cambridge, has decided to teach-out currently enrolled students we can withdraw the application for the AAS in Patisserie and Baking new program. We will no longer be enrolling new students.

Please let me know if you need any additional information.

Earle M. Test, MLA, CEC, CCA

Director of Education & Executive Chef

Le Cordon Bleu College of Culinary Arts

215 First Street • Cambridge, MA 02142

Phone: 617.218.[b](6) • Fax: 847.396.8680

[etest@\[b\]\(6\)](mailto:etest@[b](6))



From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Tuesday, December 15, 2015 10:46 AM
To: ACICS-LCB-Boston; Earle Test
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston App 65638 Additional Information Needed

Dear Mr. Test,

After reviewing documentation in your school's new program applications referenced above, we find that we need additional information. The information needed is as follows:

- The applications requires a revised proposed start date.
 - Q15 requires a response in the Maximum field.
 - LCBC100 course code is written as LCBC101 in the narrative.

LCBK212 course title in the narrative and catalog course descriptions doesn't match the ACA.

- LCBC125, LCBK112 & LCBK122 prerequisites in the catalog and syllabi don't match.
 - LCBK102, LCBK222, LCBK250, LCBK255 & MTH122 descriptions in the catalog and syllabi don't match.
- Please provide the practicum evaluation form.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.(b)(6) | (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 2/28/2014 4:31:21 PM -0500
To: Mark Williams <MWilliams@(b)(6)>
CC: Jessica Sanders <jsanders@(b)(6)>; Earle Test <ETest@(b)(6)>; Stephen Villett <SVillett@boston.chefs.edu>
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Dear Mr. Williams,

I will forward the request for a refund this afternoon.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002
www.acics.org | 202.336.6790 - p | 202.842.2593 - f
Follow us on Twitter - <http://twitter.com/acicsaccredits>
Like us on Facebook - <http://facebook.com/acicsaccredits>

-----Original Message-----

From: Mark Williams [mailto:MWilliams@boston.chefs.edu]
Sent: Friday, February 28, 2014 4:20 PM
To: Cathy Kouko
Cc: Jessica Sanders; Earle Test; Stephen Villett
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

That is correct, these are not new programs per se, we are only slightly modifying the length of the current certificate programs. And, we anticipate no new program(s) soon.

So, that is what we will do - purchase the substantive change applications. We will be submitting them within the first week or two of March.

I imagine the refund process on the new applications (57450-57451) will occur after we purchase the substantive change apps; and, will we be notified when this takes place?

Thank you, Cathy. I appreciate your assistance.

Mark Williams
President
Le Cordon Bleu College of Culinary Arts - Boston
Phn: (617) 218-8000
Cell: (901) 921-8007
Fax: (617) 225-2835
MWilliams@boston.chefs.edu

Join our Le Cordon Bleu Community!

-----Original Message-----

From: Cathy Kouko [mailto:ckouko@(b)(6)]
Sent: Friday, February 28, 2014 2:57 PM
To: Mark Williams
Cc: Jessica Sanders
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Dear Mr. Williams,

Thank you for your email. If you will have no new programs in the near future, we recommend you purchase the appropriate substantive change applications and we will issue a refund for Apps 57450-57451. Please advise.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002 www.acics.org |
202.336.6790 - p | 202.842.2593 - f Follow us on Twitter -
<http://twitter.com/acicsaccredits> Like us on Facebook -
<http://facebook.com/acicsaccredits>

-----Original Message-----

From: Mark Williams [mailto:MWilliams@(b)(6)]
Sent: Thursday, February 27, 2014 12:30 PM
To: Cathy Kouko
Cc: Jessica Sanders
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Hello Cathy,

A couple weeks ago my Director of Regulatory Operations sent an email to inquire if we could have the new program applications switched to substantive change applications. We had not gotten a response, so we were waiting to upload any documents until we got the answer. Do you know if this change is something the agency would be willing to consider/allow us to do?

Mark Williams
Campus President
Le Cordon Bleu - Boston
215 First Street
Cambridge, MA 02142

Phn: 617-218-8000
Fax: 847-396-8676
MWilliams@(b)(6)
<http://www.chefs.edu/boston>

From: Cathy Kouko [ckouko@(b)(6)]
Sent: Wednesday, February 26, 2014 5:08 PM
To: ACICS-LCB-Boston
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Good afternoon,

In reviewing applications for your school, I find that applications for two new programs were opened on February 7, 2014. The applications identified above were found void of any documentation.

We are trying to keep within our internal turnaround time of 30 days from the date of purchase of a new program application and would therefore appreciate your responding to this email to let us know whether you plan to upload documents to these applications. Thank you for your assistance.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002
www.acics.org<<http://www.acics.org/>> | 202.336.6790 - p | 202.842.2593 - f
Follow us on Twitter - <http://twitter.com/acicsaccredits> Like us on Facebook - <http://facebook.com/acicsaccredits>

Confidentiality Notice:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Cathy Kouko <EXCHANGELABS/EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/RECIPIENTS/A1CA839A566947E08CFD6A8E1DAC5CF1-CATHY KOUKO>
Sent: 2/28/2014 2:56:33 PM -0500
To: Mark Williams <MWilliams@[b](6)>
CC: Jessica Sanders <jsanders@[b](6)>
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Dear Mr. Williams,

Thank you for your email. If you will have no new programs in the near future, we recommend you purchase the appropriate substantive change applications and we will issue a refund for Apps 57450-57451. Please advise.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002
www.acics.org | 202.336.6790 - p | 202.842.2593 - f
Follow us on Twitter - <http://twitter.com/acicsaccredits>
Like us on Facebook - <http://facebook.com/acicsaccredits>

-----Original Message-----

From: Mark Williams [mailto:MWilliams@[b](6)]
Sent: Thursday, February 27, 2014 12:30 PM
To: Cathy Kouko
Cc: Jessica Sanders
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Hello Cathy,

A couple weeks ago my Director of Regulatory Operations sent an email to inquire if we could have the new program applications switched to substantive change applications. We had not gotten a response, so we were waiting to upload any documents until we got the answer. Do you know if this change is something the agency would be willing to consider/allow us to do?

Mark Williams
Campus President
Le Cordon Bleu - Boston
215 First Street
Cambridge, MA 02142

Phn: 617-218-8000
Fax: 847-396-8676
MWilliams@[b](6)
<http://www.chefs.edu/boston>

From: Cathy Kouko [ckouko@acics.org]

Sent: Wednesday, February 26, 2014 5:08 PM
To: ACICS-LCB-Boston
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Good afternoon,

In reviewing applications for your school, I find that applications for two new programs were opened on February 7, 2014. The applications identified above were found void of any documentation.

We are trying to keep within our internal turnaround time of 30 days from the date of purchase of a new program application and would therefore appreciate your responding to this email to let us know whether you plan to upload documents to these applications. Thank you for your assistance.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002
www.acics.org<<http://www.acics.org/>> | 202.336.(b)(6) - p | 202.842.2593 - f
Follow us on Twitter - <http://twitter.com/acicsaccredits> Like us on Facebook - <http://facebook.com/acicsaccredits>

Confidentiality Notice:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mark Williams <MWilliams@[b](6)>
Sent: 2/28/2014 4:35:10 PM -0500
To: Cathy Kouko <ckouko@[b](6)>
CC: Jessica Sanders <jsanders@[b](6)>; Earle Test <ETest@boston.chefs.edu>; Stephen Villett <SVillett@boston.chefs.edu>
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Thank you. Again, I appreciate the assistance.

Mark Williams
President
Le Cordon Bleu College of Culinary Arts - Boston
Phn: (617) 218-8000
Cell: ([b](6))
Fax: (617) 225-2835
MWilliams@boston.chefs.edu
Join our Le Cordon Bleu Community!

-----Original Message-----

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Friday, February 28, 2014 4:31 PM
To: Mark Williams
Cc: Jessica Sanders; Earle Test; Stephen Villett
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Dear Mr. Williams,

I will forward the request for a refund this afternoon.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002 www.acics.org |
202.336.6790 - p | 202.842.2593 - f Follow us on Twitter -
<http://twitter.com/acicsaccredits> Like us on Facebook -
<http://facebook.com/acicsaccredits>

-----Original Message-----

From: Mark Williams [mailto:MWilliams@[b](6)]
Sent: Friday, February 28, 2014 4:20 PM
To: Cathy Kouko
Cc: Jessica Sanders; Earle Test; Stephen Villett
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

That is correct, these are not new programs per se, we are only slightly modifying the length of the current certificate programs. And, we anticipate no new program(s)

soon.

So, that is what we will do - purchase the substantive change applications. We will be submitting them within the first week or two of March.

I imagine the refund process on the new applications (57450-57451) will occur after we purchase the substantive change apps; and, will we be notified when this takes place?

Thank you, Cathy. I appreciate your assistance.

Mark Williams
President
Le Cordon Bleu College of Culinary Arts - Boston
Phn: (617) 218-8000
Cell: (b)(6)
Fax: (617) 225-2835
MWilliams@(b)(6)
Join our Le Cordon Bleu Community!

-----Original Message-----

From: Cathy Kouko [mailto:ckouko@(b)(6)]
Sent: Friday, February 28, 2014 2:57 PM
To: Mark Williams
Cc: Jessica Sanders
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Dear Mr. Williams,

Thank you for your email. If you will have no new programs in the near future, we recommend you purchase the appropriate substantive change applications and we will issue a refund for Apps 57450-57451. Please advise.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002 www.acics.org |
202.336.(b)(6) - p | 202.842.2593 - f Follow us on Twitter -
<http://twitter.com/acicsaccredits> Like us on Facebook -
<http://facebook.com/acicsaccredits>

-----Original Message-----

From: Mark Williams [mailto:MWilliams@(b)(6)]
Sent: Thursday, February 27, 2014 12:30 PM
To: Cathy Kouko
Cc: Jessica Sanders
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Hello Cathy,

A couple weeks ago my Director of Regulatory Operations sent an email to inquire if we could have the new program applications switched to substantive change applications. We had not gotten a response, so we were waiting to upload any documents until we got the answer. Do you know if this change is something the agency would be willing to consider/allow us to do?

Mark Williams
Campus President
Le Cordon Bleu - Boston
215 First Street
Cambridge, MA 02142

Phn: 617-218-8000
Fax: 847-396-8676
MWilliams@(b)(6)
<http://www.chefs.edu/boston>

From: Cathy Kouko [ckouko@(b)(6)]
Sent: Wednesday, February 26, 2014 5:08 PM
To: ACICS-LCB-Boston
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Good afternoon,

In reviewing applications for your school, I find that applications for two new programs were opened on February 7, 2014. The applications identified above were found void of any documentation.

We are trying to keep within our internal turnaround time of 30 days from the date of purchase of a new program application and would therefore appreciate your responding to this email to let us know whether you plan to upload documents to these applications. Thank you for your assistance.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002
www.acics.org<<http://www.acics.org/>> | 202.336.(b)(6) - p | 202.842.2593 - f
Follow us on Twitter - <http://twitter.com/acicsaccredits> Like us on Facebook -
<http://facebook.com/acicsaccredits>

Confidentiality Notice:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mark Williams <MWilliams@[b](6)>
Sent: 2/28/2014 4:19:43 PM -0500
To: Cathy Kouko <ckouko@[b](6)>
CC: Jessica Sanders <jsanders@[b](6)>; Earle Test
<ETest@[b](6)>; Stephen Villett
<SVillett@[b](6)>
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps
57450-57451

That is correct, these are not new programs per se, we are only slightly modifying the length of the current certificate programs. And, we anticipate no new program(s) soon.

So, that is what we will do - purchase the substantive change applications. We will be submitting them within the first week or two of March.

I imagine the refund process on the new applications (57450-57451) will occur after we purchase the substantive change apps; and, will we be notified when this takes place?

Thank you, Cathy. I appreciate your assistance.

Mark Williams
President
Le Cordon Bleu College of Culinary Arts - Boston
Phn: (617) 218-8000
Cell: [b](6)
Fax: (617) 225-2835
MWilliams@[b](6)
Join our Le Cordon Bleu Community!

-----Original Message-----

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Friday, February 28, 2014 2:57 PM
To: Mark Williams
Cc: Jessica Sanders
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Dear Mr. Williams,

Thank you for your email. If you will have no new programs in the near future, we recommend you purchase the appropriate substantive change applications and we will issue a refund for Apps 57450-57451. Please advise.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002 www.acics.org |
202.336.[b](6) - p | 202.842.2593 - f Follow us on Twitter -
<http://twitter.com/acicsaccredits> Like us on Facebook -

<http://facebook.com/acicsaccredits>

-----Original Message-----

From: Mark Williams [mailto:MWilliams@[b](6)]
Sent: Thursday, February 27, 2014 12:30 PM
To: Cathy Kouko
Cc: Jessica Sanders
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Hello Cathy,

A couple weeks ago my Director of Regulatory Operations sent an email to inquire if we could have the new program applications switched to substantive change applications. We had not gotten a response, so we were waiting to upload any documents until we got the answer. Do you know if this change is something the agency would be willing to consider/allow us to do?

Mark Williams
Campus President
Le Cordon Bleu - Boston
215 First Street
Cambridge, MA 02142

Phn: 617-218-8000
Fax: 847-396-8676
MWilliams@[b](6)
<http://www.chefs.edu/boston>

From: Cathy Kouko [ckouko@[b](6)]
Sent: Wednesday, February 26, 2014 5:08 PM
To: ACICS-LCB-Boston
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Good afternoon,

In reviewing applications for your school, I find that applications for two new programs were opened on February 7, 2014. The applications identified above were found void of any documentation.

We are trying to keep within our internal turnaround time of 30 days from the date of purchase of a new program application and would therefore appreciate your responding to this email to let us know whether you plan to upload documents to these applications. Thank you for your assistance.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002
www.acics.org<<http://www.acics.org/>> | 202.336.6790 - p | 202.842.2593 - f

Follow us on Twitter - <http://twitter.com/acicsaccredits> Like us on Facebook - <http://facebook.com/acicsaccredits>

Confidentiality Notice:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Mark Williams <MWilliams@[b](6)>
Sent: 2/27/2014 12:30:23 PM -0500
To: Cathy Kouko <ckouko@[b](6)>
CC: Jessica Sanders <jsanders@[b](6)>
Subject: RE: 00048109 Le Cordon Bleu College of Culinary Arts Boston
Apps 57450-57451
Attachments: image001.png

Hello Cathy,

A couple weeks ago my Director of Regulatory Operations sent an email to inquire if we could have the new program applications switched to substantive change applications. We had not gotten a response, so we were waiting to upload any documents until we got the answer. Do you know if this change is something the agency would be willing to consider/allow us to do?

Mark Williams
Campus President
Le Cordon Bleu - Boston
215 First Street
Cambridge, MA 02142

Phn: 617-218-8000
Fax: 847-396-8676
MWilliams@[b](6)
<http://www.chefs.edu/boston>

From: Cathy Kouko [ckouko@[b](6)]
Sent: Wednesday, February 26, 2014 5:08 PM
To: ACICS-LCB-Boston
Subject: 00048109 Le Cordon Bleu College of Culinary Arts Boston Apps 57450-57451

Good afternoon,

In reviewing applications for your school, I find that applications for two new programs were opened on February 7, 2014. The applications identified above were found void of any documentation.

We are trying to keep within our internal turnaround time of 30 days from the date of purchase of a new program application and would therefore appreciate your responding to this email to let us know whether you plan to upload documents to these applications. Thank you for your assistance.

Best Regards,

Cathy Kouko
Program Analyst I
Accrediting Council for Independent Colleges and Schools
750 First Street, NE | Suite 980 | Washington, DC 20002
www.acics.org<<http://www.acics.org/>> | 202.336.[b](6) - p | 202.842.2593 - f
Follow us on Twitter - <http://twitter.com/acicsaccredits>
Like us on Facebook - <http://facebook.com/acicsaccredits>

Confidentiality Notice:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands <lsands@[b](6)>
Sent: 4/21/2015 3:39:20 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00048157 App 62980 Le Cordon Bleu Wine & Beverage (D) New Program Approval

Woohoo!!!! Thank you so much!

Lachlan Sands M.Ed. CCC CCE | *President* | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-[b](6) Cell [b](6) Fax 847-396-8434

[LSANDS@\[b\]\(6\)](mailto:LSANDS@[b](6))

ARE YOU BLEU?

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Tuesday, April 21, 2015 12:29 PM
To: ACICS-LCB-LasVegas; Lachlan Sands
Subject: 00048157 App 62980 Le Cordon Bleu Wine & Beverage (D) New Program Approval

Dear Mr. Sands:

Attached is your school's approval letter for the new program application referenced above. Please contact me if you have questions concerning the approval.

Best Regards,

Cathy Kouko

Program Analyst I

Accrediting Council for Independent Colleges and Schools

750 First Street, NE | Suite 980 | Washington, DC 20002

www.acics.org | (P) 202.336.[b](6) (F) 202.842.2593

Follow us on Twitter - <http://twitter.com/acicsaccredits>

Like us on Facebook - <http://facebook.com/acicsaccredits>



THE ACICS ANNUAL CONFERENCE AND BUSINESS MEETING

May 27 – 29, 2015

Las Vegas, Nevada

[REGISTER HERE](#) Today!

CONFIDENTIALITY NOTICE:

This communication is only intended for the persons or entities to which it is addressed or copied and may contain information that is confidential and/or privileged in some way. Distribution or copying of this communication or the information contained herein is not expressly authorized. ACICS reserves the right to disclose this communication as required by law without the consent of the persons or entities to which this communication is addressed.

From: Lachlan Sands <lsands@[b](6)>
Sent: 8/19/2013 3:07:33 PM -0400
To: Cathy Kouko <ckouko@[b](6)>
Subject: RE: 00048157 Le Cordon Bleu College of Culinary Arts App 53376
Additional Information Needed

Hi Cathy,

Sorry for the late reply, I just got back to my desk today. Thank you so much for the heads-up. We will get cracking on this immediately.

-Lachlan

Lachlan Sands M.Ed. CCC CCE | President | Le Cordon Bleu College of Culinary Arts – Las Vegas

Main 702-851-[b](6) | Cell [b](6) | Fax 847-396-8434

[LSANDS@\[b\]\(6\)](mailto:LSANDS@[b](6))

ARE YOU BLEU?

From: Cathy Kouko [mailto:ckouko@[b](6)]
Sent: Monday, August 12, 2013 8:01 AM
To: ACICS-LCB-LasVegas; Lachlan Sands
Subject: 00048157 Le Cordon Bleu College of Culinary Arts App 53376 Additional Information Needed

Dear Mr. Sands,

After reviewing documentation in your school's new program application referenced above, we find that we need additional information. The information needed is as follows:

LCBC 100, LCBC 105, LCBK 102, LCBK 212, LCBK 222, ENG 150 & POL 200 course titles in Syllabi different from ACA and Catalog. I have opened a Syllabi task for you to upload a revised one.

LCBC 122, LCBC 215 & POL 200 course codes not in Syllabi. I have opened a Syllabi task for you to upload a revised one.

LCBK 212 course code in Syllabi different from ACA and Catalog. I have opened a Syllabi task for you to upload a revised one.

Spelling of Viennoiserie (LCBK 112) and Supervision (LCBK 215) incorrect in ACA. .

I have opened an ACA task for you to upload a revised one.

Thank you for your assistance in providing the additional information needed so that we may complete the review of this application. Please contact me if you have questions concerning this application.

Best regards,

Cathy Kouko

Program Analyst I

ACICS| Accrediting Council for Independent Colleges & Schools

750 First Street NE, Suite 980

Washington, DC 20002

T: 202.336.6790

F: 202.842.2593

www.acics.org