



International Assembly for Collegiate Business Education

July 28, 2014

Dr. Blake Faulkner, D. B. A., Provost  
Herzing University  
W10 N8917 Lilly Road  
Menomonee Falls, WI 53051

Dear Dr. Faulkner:

The IACBE Board of Commissioners met on July 7-8, 2014 to consider the request for accreditation of the business programs offered by Herzing University. I am pleased to report that the Board of Commissioners approved your request and granted accreditation to your business programs accompanied by the notes, observations, and commendations identified below.

The business programs in the following degrees were excluded from the accreditation review inasmuch as they have not produced the requisite number of graduates:

- Master of Business Administration in Public Safety Leadership
- Bachelor of Science in Business Management with concentrations in:
  - Entrepreneurial Studies
  - Project Management
- Bachelor of Science in Healthcare Management
- Bachelor of Science in Technology Management with no declared concentration
- Associate of Science/Applied Science in Business Studies

Once these programs have satisfied the IACBE's eligibility requirements, the Board of Commissioners encourages the university to pursue accreditation for them through the IACBE's new program accreditation process.

#### **Notes**

Notes represent areas in which the institution is not in full compliance with the IACBE's Accreditation Principles. Herzing University is required to take action on the notes as specified by the IACBE Board of

Commissioners, and until the issues identified in the notes have been satisfactorily addressed, the progress made in complying with the commissioners' requirements as stipulated in the notes must be reported each year in your annual report to the IACBE. Unless otherwise indicated herein, the institution has three years to address the issues identified in the notes.

**Principle 1.1: Outcomes Assessment – Degree of Compliance: Partially Compliant**

In the university's outcomes assessment plan for its business programs, the performance targets for all student learning assessment measures must be expressed in terms of learning-outcome-specific criteria. In addition, the evaluation rubrics that are used in conjunction with the direct measures of student learning must contain evaluation criteria that are directly linked or mapped to the intended learning outcomes in the programs.

For the associate- and bachelor's-level programs in the university's outcomes assessment plan, the university must replace "Employed in Field" as an indirect measure of student learning. Inasmuch as securing employment in one's degree field is not a measure of the intended student learning outcomes, the university must identify another indirect learning assessment measure for its undergraduate programs.

For the graduate-level programs in the university's outcomes assessment plan, the university must replace the question "How likely are you to recommend Herzing University to a colleague or friend?" in the Herzing Student Survey (HAPPI Survey) as an indirect measure of student learning. Inasmuch as a recommendation to a colleague or friend is not a measure of the intended student learning outcomes, the university must identify another indirect learning assessment measure for its graduate programs.

In its annual report due by November 1, 2014, the university needs to submit a revised outcomes assessment plan that incorporates the modifications identified above.

Once the strategic planning process for the university's business programs is developed (See Principle 2.1: Strategic Planning below), there needs to be a linkage between the outcomes assessment and planning processes.

**Principle 2.1: Strategic Planning – Degree of Compliance: Partially Compliant**

A strategic plan or a planning process for the university's business programs that addresses all components of this principle needs to be developed.

**Observations**

Observations are suggestions for improvement by the IACBE Board of Commissioners that it believes would be helpful to Herzing University in achieving excellence in business education. Action on observations is highly recommended, but is not required.

**Principle 1.1: Outcomes Assessment – Degree of Compliance: Partially Compliant**

The Board of Commissioners recommends that Herzing University review the intended student learning outcomes in its business programs for repetitiveness and redundancy. There appear to be opportunities to simplify the assessment plan in this regard.

## Commendations

Commendations are findings of the Board of Commissioners in those areas in which the board believes that Herzing University is demonstrating exceptional performance.

- The administration's passion toward excellence in business education and its dedication to the university's mission are to be commended.
  - The business faculty identified the ability to develop close relationships with students and to follow their academic careers as important to them.
  - Students very much appreciated their academic experiences, noting especially the helpful attitudes of the faculty.
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Accreditation represents a continuing relationship between an institution and its accrediting organization. Specialized program accreditation by the IACBE is dependent upon your institution remaining (i) in good standing with your institutional accrediting body and (ii) in compliance with the IACBE's Accreditation Principles and policies as set forth in the *IACBE Bylaws, Accreditation Process Manual, and Self-Study Manual*. Your accreditation is valid for a maximum of seven years, through July 2021.

The following notice pertaining to your accreditation status with the IACBE must be used in your official publications, including your institutional website:

*Herzing University has received specialized accreditation for its business programs through the International Assembly for Collegiate Business Education (IACBE) located at 11374 Strang Line Road in Lenexa, Kansas, USA. The business programs in the following degrees are accredited by the IACBE:*

- *Master of Business Administration*
- *Master of Business Administration in Accounting*
- *Master of Business Administration in Business Management*
- *Master of Business Administration in Healthcare Management*
- *Master of Business Administration in Human Resources*
- *Master of Business Administration in Project Management*
- *Master of Business Administration in Technology Management*
- *Bachelor of Science in Accounting*
- *Bachelor of Science in Business Management with no concentration*
- *Bachelor of Science in Business Management with concentrations in:*
  - *Business Administration*
  - *Human Resource Development*
  - *International Business*
  - *Marketing*

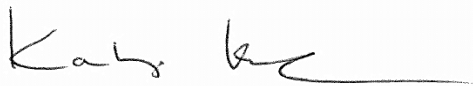
- *Associate of Science/Applied Science in Accounting*
- *Associate of Science/Applied Science in Business Management*

Herzing University will be publicly recognized for achieving accreditation at the 2015 IACBE Annual Conference and Assembly Meeting on April 14-17, 2015 in Baltimore, Maryland, USA. We very much look forward to seeing you there.

We encourage the business faculty at Herzing University to be actively involved in the IACBE's professional development programs and activities, including participation in the IACBE's Annual Conference and Assembly Meetings, regional conferences, and workshops, and serving as site-visit team peer reviewers.

Should you have any questions or if I can be of assistance to you, please contact me through the IACBE's headquarters office.

Sincerely,

A handwritten signature in black ink, appearing to read "Katalin Kovacs", written over a light gray rectangular background.

Ms. Katalin Kovacs, Acting Chair  
Board of Commissioners

cc: Ms. Janet Staker Woerner, Business Program Chair  
Dr. Thayer Reed, Associate Provost of Academic Operations and Learner Services