



International Assembly for Collegiate Business Education

April 15, 2016

Dr. Eric Elder, Chair, Department of Business and Economics
Northwestern College
101 7th Street SW
Orange City, Iowa 51041

Dear Dr. Elder:

The IACBE Board of Commissioners met on April 3-5, 2016 to consider your request for the reaffirmation of accreditation of the business programs offered by the Department of Business and Economics at Northwestern College. I am pleased to report that the Board of Commissioners approved your request and granted accreditation to your business programs accompanied by the notes and observations identified below.

Notes

Notes represent areas in which the institution is not in full compliance with the IACBE's Accreditation Principles. The Department of Business and Economics 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 to the IACBE. Unless otherwise indicated herein, the department has three years to address the issues identified in the notes. The annual reporting form for note compliance can be found on our website at: www.iacbe.org/reports-note-compliance.asp.

Principle 1.1: Outcomes Assessment

Please provide a revised outcomes assessment plan that meets current IACBE requirements and expectations. To that end, the plan may be simplified inasmuch as each intended student learning outcome needs to be assessed by only one direct and one indirect measure of student learning. For example, in the Bachelor of Arts in Accounting program, the second indirect measure, Employer Internship Evaluation, which is actually a direct measure, may be eliminated from the plan since all intended student learning outcomes are assessed by the Senior Exit Survey.

In addition, the Board of Commissioners recently simplified and streamlined the requirements for outcomes assessment plans. Specifically, members are no longer required to include concentrations, specializations, options, etc. in their assessment plans. Therefore, you may be able to reduce the number of direct and indirect measures of student learning for the Bachelor of Business Administration degree. As with the Bachelor of Arts in Accounting program, please remove the Employer Internship Evaluation instrument as an indirect measure (since it is actually a direct measure of student learning). Since the Senior Exit Survey assesses all intended student learning outcomes, a second indirect measure is not required.

For the Bachelor of Business Education program, the second direct measure of student learning, PPST Examination, and the second indirect measure, Cooperating Teacher Evaluation, may be removed from the outcomes assessment plan since all intended student learning outcomes are assessed by the Comprehensive Portfolio Evaluation and the Senior Exit Survey.

Similarly, the second direct measure of student learning, EST Test, and the second indirect measure, Job Placement Tracking, may be removed from the outcomes assessment plan for the Bachelor of Arts in Economics since all intended student learning outcomes are assessed by the Comprehensive Portfolio Evaluation and the Senior Exit Survey.

When revising the outcomes assessment plan, please ensure that all programs are identified by the official degree name. For example: Bachelor of Arts in Accounting, Bachelor of Arts in Business Administration, Bachelor of Arts in Business Education, and Bachelor of Arts in Economics need to be labeled accordingly.

Please provide a narrative that describes the ways in which the results from implementing your outcomes assessment plan (i.e., changes and improvements needed) are linked to the strategic planning processes of both the Department of Business and Economics and Northwestern College. If possible, the department's outcomes assessment process should also be linked to the college's budgeting process. If applicable, please provide a narrative that describes that linkage.

Once the outcomes assessment plan is revised, please resubmit it along with copies of all evaluation rubrics and assessment tools.

For further assistance, please consult the IACBE document entitled "Guidelines for Preparing an Outcomes Assessment Plan," which is available on the IACBE website at: www.iacbe.org/pdf/oa-plan-guidelines.pdf.

Principle 2.1: Strategic Planning

Please develop a plan for formalizing the strategic planning process within the Department of Business and Economics. Once the department's strategic planning process is formalized, please describe that process and the steps taken to implement that process.

Principle 3.5: Curriculum Review and Improvement

Please describe the specific curriculum review and improvement process in greater detail as well as the progress being made in using assessment feedback data to improve your programs in business.

Principle 6.6: Summary Evaluation of Resources

Please provide an update on the progress being made to improve technology and to replacing adjunct teaching hours with a full-time faculty member.

Observations

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

Principle 3.2: Common Professional Component

The Department of Business and Economics should consider ways of increasing topical area coverage in the global/international dimensions of business.

Principle 4.1: Faculty Qualifications

While the Board of Commissioners accepts the credentials justifications provided for Kleinhesselink and Sandbulte, the Department of Business and Economics is encouraged to continue to recruit qualified faculty for both part-time and full-time positions.

Principle 6.1: Financial Resources

The Board of Commissioners encourages the Department of Business and Economics to continue its efforts to hire a full-time administrative assistant.

Principle 7.3: Business and Industry Linkages

The Board of Commissioners recommends that the Department of Business and Economics move forward with efforts to enhance its business and industry linkages.

Principle 8.1: International Business Education

The Board of Commissioners recommends that the Department of Business and Economics consider the addition of an international business course as part of the required business curriculum and/or enhancing the coverage of international business topics in existing courses.

Principle 9.1 Educational Innovation

The Board of Commissioners encourages the faculty to take advantage of the development opportunities provided through sabbaticals, further studies, and conferences. To that end, it is recommended that educational innovation be emphasized in the department's strategic planning process.

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. Your accreditation is valid for a maximum of six years through April 2022.

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

Northwestern College 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:

- *Bachelor of Arts in Accounting*
- *Bachelor of Arts in Business Administration with options in:*
 - *Agri-Business*
 - *Finance*
 - *General*
 - *Human Resource*
 - *Management*
 - *Marketing*
- *Bachelor of Arts in Business Education*
- *Bachelor of Arts in Economics*

Northwestern College will be publicly recognized for achieving accreditation at the 2017 IACBE Annual Conference and Assembly Meeting on April 18-20, 2017 in San Francisco, California, USA. We very much look forward to seeing you there.

We encourage the business faculty at Northwestern College 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,



Dr. Michelle Reiss, Chair
Board of Commissioners